

International Olympic Committee



# Marketing Report

Vancouver 2010







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## Jacques Rogge, President, International Olympic Committee

The Vancouver 2010 Olympic Winter Games provided 16 unforgettable days of sport at the very highest level, with the world's best winter athletes proving to be the living embodiment of the Olympic values. They were excellent Games, held in a wonderful country with a very friendly atmosphere.

The Games were also touched by tragedy, and we will never forget Nodar Kumaritashvili, the luge competitor from Georgia who died in a training accident. That sad event should not diminish our gratitude to all of the people who worked so hard on these Games.

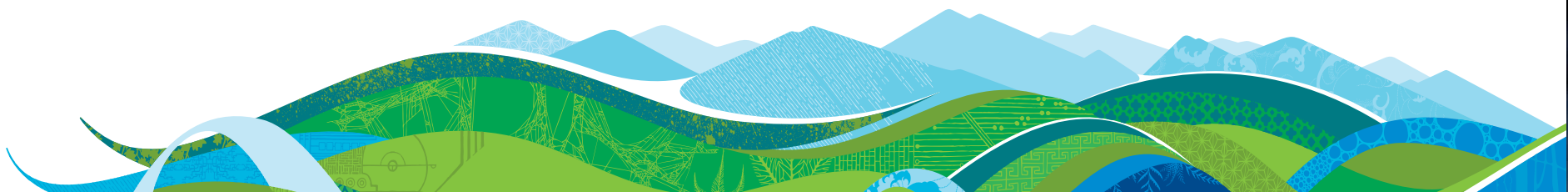
The host city embraced the Games on a scale I have never seen before, and we must thank the people of Canada for their generous hospitality, their warmth and the joyous celebration of Olympism that we witnessed in Vancouver. These Games have undoubtedly made a difference not only in the host city, but also to the country as a whole.

The Vancouver Games were also important for the Olympic Movement, with more National Olympic Committees sending athletes to the Winter Games than ever before and six making their first ever appearance on this stage, while there were also record numbers of women taking part.

The Games would not have been possible without the invaluable contributions made by our international and domestic marketing partners. In particular, the Olympic broadcast partners and the Worldwide Olympic Partners played an integral role in giving the world's best athletes the chance to compete and share their stories with billions of people around the world.

We are profoundly grateful to all our partners for their support, and in this report you will see how important their contributions were to the Vancouver 2010 Olympic Winter Games, and the Olympic Movement as a whole.

*Jacques Rogge*







## Gerhard Heiberg, Chairman, IOC Marketing Commission

The Vancouver 2010 Olympic Winter Games were undoubtedly a huge success in Canada, where the host nation's record-breaking 14 gold medals and stirring performances inspired the entire nation.

But the excitement of the Games was felt far beyond Canada. Across the world, Vancouver 2010 enjoyed unsurpassed levels of broadcast coverage, reaching record numbers of viewers, and the Games will be seen as a defining moment in the history of Winter Olympic broadcasting thanks to the innovative use of digital technology. For the first time, the amount of coverage available online and on mobile phones equalled the amount of television coverage.

The continued support of our Worldwide Olympic Partners played a fundamental role not only in the successful staging of the Games, but also in helping a record number of National Olympic Committees send athletes to compete in Vancouver. We owe them our gratitude. All of our partners helped create the special atmosphere that we were able to share with the entire world.

The Vancouver Organising Committee also deserves our thanks for the tireless work that resulted in fantastic Olympic Winter Games and a hugely successful marketing programme.



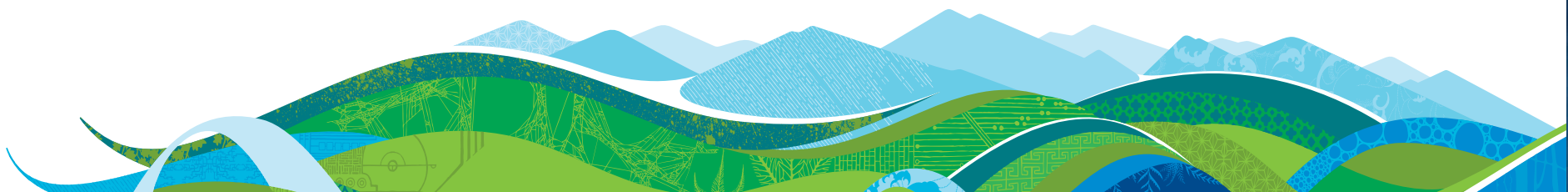
## John Furlong, CEO, Vancouver Organising Committee

When we started, the Vancouver Organising Committee for the 2010 Olympic and Paralympic Winter Games had a vision to stage a world-class event that would touch the soul of Canada and inspire the world. These Games would tell the story of how Canada came together to welcome the world and showcase the best Canadians had to offer, reflecting a 'celebration of the possible'.

The results of the XXI Olympic Winter Games have been beyond our expectations. Canadians were lifted, athletes soared to personal bests, the international community was touched by the spirit of the Games and the values of sport prevailed. To achieve this, we depended on the loyal support of many friends and partners.

From the beginning, all who were part of our family of supporters were committed to our broad vision for success from sponsorship to broadcasting to ticketing and licensing. Although it seemed like the economic landscape was forever changing, no one let us down. Every partner can claim to have over performed because they did!

We are very proud of the legacy we are leaving to the Olympic Movement and grateful to have been honoured with the opportunity to contribute to the cause of sport on a global scale.







# Chapter One **With Glowing Hearts**







**“There was this extraordinary embrace of the entire city of the Olympic Games, something that I have never seen on this scale before. This is really something unique and it’s given a great atmosphere for these Games. The whole world will understand how totally involved this city was in the Games.”**

**Jacques Rogge**, IOC President

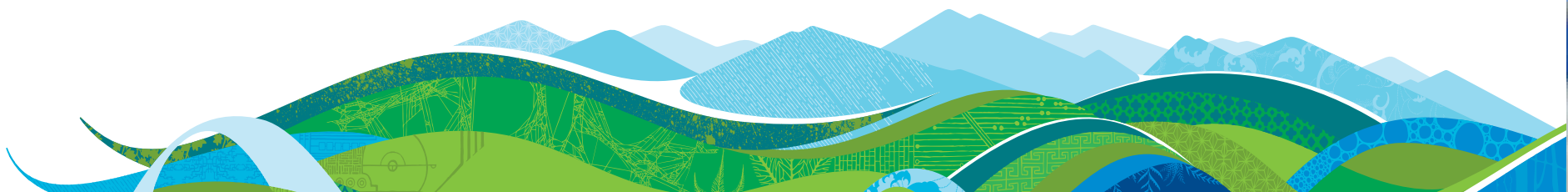
As the Vancouver 2010 Olympic Winter Games came to an end with the extinguishing of the Olympic flame, the city was able to look back on a sensational 16 days of world-class sporting action and exuberant celebrations. From start to finish, Vancouver and its residents embraced the Games in a way that has rarely been witnessed before, creating an extraordinary party atmosphere on the city’s streets and in its venues.

At every turn there were patriotic Canadian fans, draped in maple leaf flags and singing the national anthem; and that enthusiasm for the Games was matched all over the country as Canadians tuned in to Olympic broadcasts in record numbers. The hosts certainly had good reason to cheer on their athletes so passionately. Heading into the Games, Canada had never previously won an Olympic gold medal on home soil, but that statistic was soon consigned to the history books as the Canadian team racked up a record 14 gold medals – the most ever won at an Olympic Winter Games.

But it wasn’t just the hosts who were in record-breaking mood. A record 82 National Olympic Committees (NOCs) and 2,631 athletes took to the snow and ice in Vancouver, Richmond and Whistler. Among those participants, there were also record numbers of female athletes, while six NOCs were taking part in their first ever Winter Games.

By the time the 86th and final gold medal had been decided – with Canada’s dramatic overtime victory against the USA in the men’s ice hockey – athletes from 26 different countries had stepped up onto the medals podium. Two countries – Slovakia and Belarus – were able to celebrate their first ever Olympic Winter Games gold medals.

The sporting action attracted record viewing figures – not just in Canada, but around the world – with unsurpassed levels of coverage reaching more people than ever before, across a variety of different media platforms.







And those viewers were treated to some truly memorable Olympic moments during the 16 days of competition in Vancouver. Among the highlights were Kim Yu-Na's sensational and graceful performance in the women's figure skating and the acrobatic exploits of Shaun White in the snowboard halfpipe.

There were also multiple gold medals for a number of athletes, including Norwegian skier Marit Bjoergen and Chinese speed skater Wang Meng, who both topped the podium three times.

Away from the sporting arena, Vancouver 2010 set a new standard for sustainability and legacy planning, with environmental and economic concerns incorporated into every aspect of the planning process.

With the Games taking place on the traditional territories of the Lil'wat, Musqueam, Squamish and Tsleil-Waututh, Vancouver 2010 also broke new ground for Aboriginal participation in the planning and hosting of the Games, recognising the Four Host First Nations as official partners. This marks the first time that indigenous peoples have been recognised as official partners in the hosting of the Games.

However, the undoubted story of the Games was the friendly atmosphere created by Vancouver's residents, as they lived up to the Games motto's promise by welcoming the world 'With Glowing Hearts'.

**"There has been euphoria here, a change. Something has happened, not just in Vancouver but all over the country. I think the country has taken a different position around these Games. They have not been spectators; they have lived every moment with us. I think that is something we can be proud of."**

**John Furlong, CEO, VANOC**





## Chapter Two

# Olympic Marketing Overview





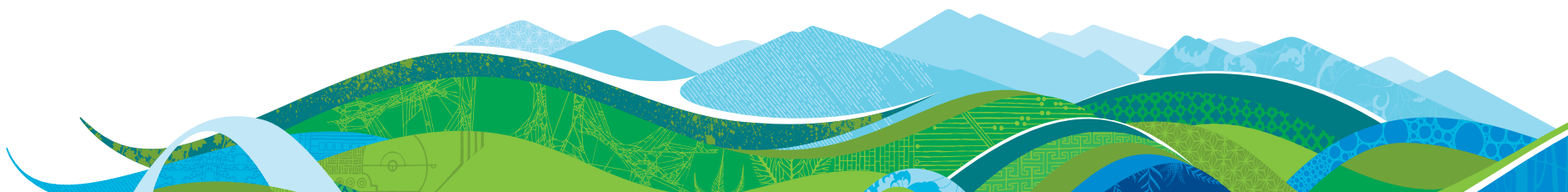
### The Vancouver 2010 Marketing Report

From the record television viewing figures and the exciting array of sponsor activations, to the sold out venues and queues of fans at the Olympic Superstores, it is evident that the marketing programme for Vancouver 2010 was an unparalleled success.

This Vancouver 2010 Marketing Report offers a comprehensive overview of all the individual programmes that contributed to this accomplishment – and the achievements of the Games as a whole.

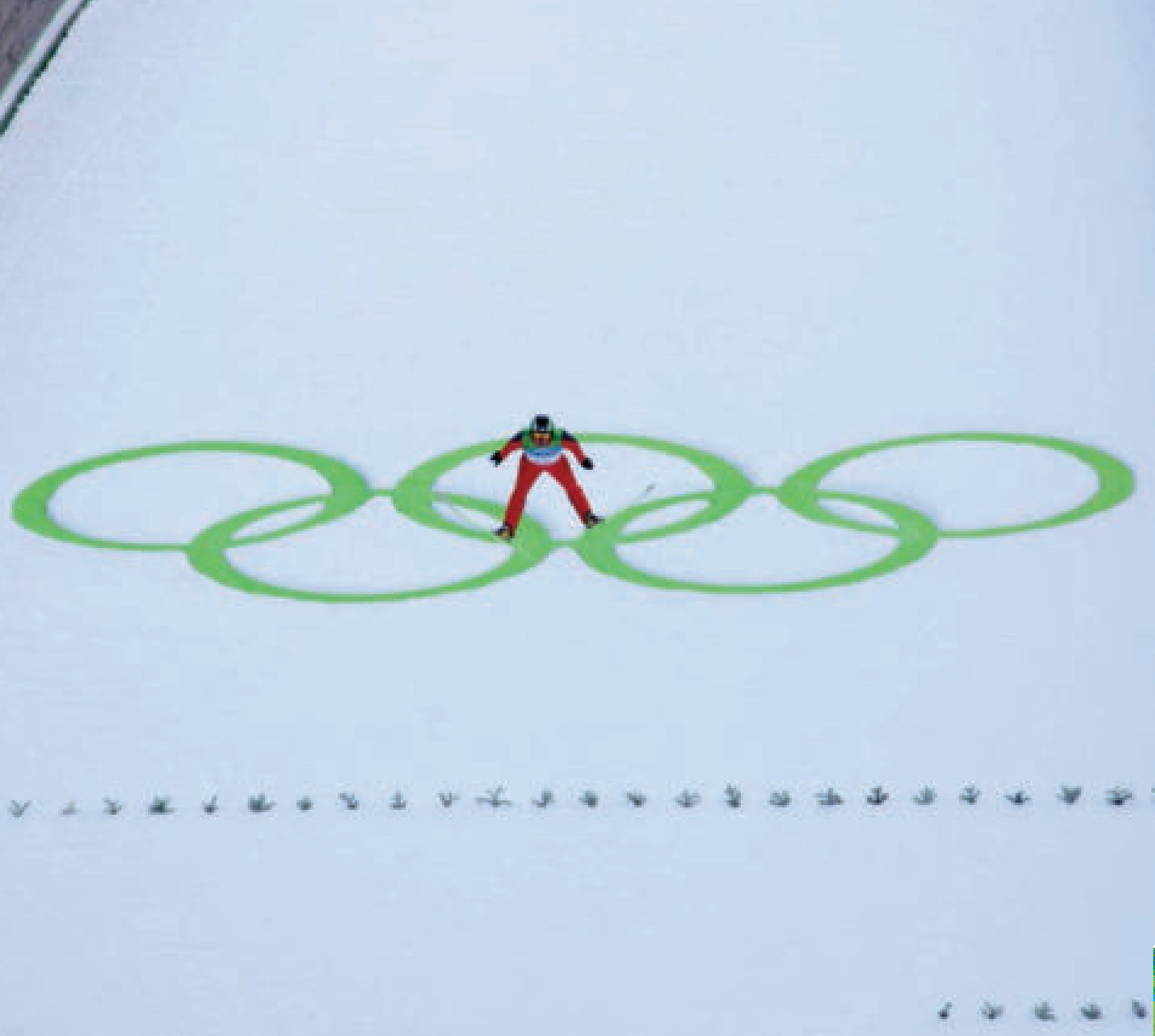
As well as providing a summary of the Olympic marketing structure, this report highlights key areas such as the broadcasting and sponsorship programmes – both of which enjoyed excellent results during Vancouver 2010, helping to stage the Games and allowing fans across the globe to share in the athletes' achievements.

There are also chapters that offer insights into how the licensing and ticketing programmes for Vancouver 2010 proved so successful, as well as chapters focusing on the power of the Olympic brand and the measures taken to protect it.









## Objectives

The fundamental objectives of the Olympic marketing programme are:

- To ensure the independent financial stability of the Olympic Movement, and thereby to assist in the worldwide promotion of Olympism
- To create and maintain long-term marketing programmes, and thereby to ensure the future of the Olympic Movement and the Olympic Games
- To build on the successful activities developed by each Organising Committee for the Olympic Games, and thereby to eliminate the need to recreate the marketing structure with each Olympic Games
- To ensure equitable revenue distribution throughout the entire Olympic Movement – including the Organising Committees for the Olympic Games (OCOGs), the National Olympic Committees (NOCs) and their continental associations, the International Federations (IFs), and other recognised international sports organisations – and to provide financial support for sport in emerging nations
- To ensure that the Olympic Games can be experienced by the maximum number of people throughout the world through broadcast partnerships
- To protect the equity that is inherent in the Olympic image and ideal
- To enlist the support of Olympic marketing partners in the promotion of the Olympic ideals.



### Revenue Sources

The IOC generates revenue for the Olympic Movement through several major marketing programmes, including the sale of broadcast rights and the worldwide TOP sponsorship programme.

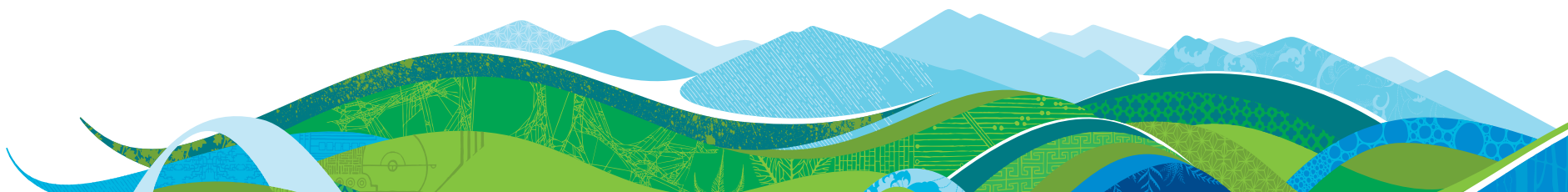
The IOC also operates its own official supplier and licensing programme, while, under the direction of the IOC, the OCOGs manage the domestic sponsorship, licensing and ticketing programmes within the host country.

NOCs also manage their own commercial sponsorship programmes within their territories, granting Olympic marketing rights in categories that do not compete with the Worldwide Olympic Partners of the TOP Programme. These domestic sponsorship programmes provide support for the NOCs' sports development activities and Olympic teams, in addition to the support provided by the TOP Programme.

### Revenue Distribution

Over 90% of the revenue generated by the IOC's marketing programmes is distributed to organisations throughout the Olympic Movement, including the 205 NOCs to help support their Olympic teams and athletes. OCOGs and IFs also receive a portion of these funds to help support the staging of the Olympic Games and to promote the development of sport around the world.

To help cover the operational and administrative costs of governing the Olympic Movement, the IOC retains less than 10% of the revenue generated by the Olympic marketing programmes.







## Broadcast Rights

Since the first televised Games in London in 1948, television coverage has contributed greatly to the global development of the Olympic Games, and Olympic broadcast partnerships have grown to become the largest source of revenue for the Olympic Movement.

As the owner of the global broadcast rights for the Olympic Games – including television, radio, mobile and internet coverage – the IOC is responsible for the negotiation of rights agreements with media companies around the world.

As stipulated in the Olympic Charter, the IOC's fundamental broadcast policy is to ensure that the Games receive the widest possible global audience.

## The Olympic Partner (TOP) Programme

Created by the IOC in 1985, The Olympic Partner (TOP) Programme is the highest level of Olympic sponsorship, granting exclusive worldwide marketing rights to both the Winter and Summer Games.

The programme attracts some of the best-known multinational companies in the world, which provide the Olympic Movement with financial support and goods and services to help stage the Games successfully.

Operating on a four-year term in line with each Olympic quadrennium, the TOP Programme is now in its seventh generation (TOP VII) and features nine Worldwide Olympic Partners, with each receiving exclusive global marketing rights within a designated product or service category.





## Chapter Three

# Broadcasting





**“In four short years from Torino to Vancouver, we’ve witnessed the rapid growth of digital media. In fact, we now have the same amount of hours covered globally on the internet and mobile phones as we have on television.”**

**Timo Lumme**, Director, IOC Television and Marketing Services

Vancouver 2010 was a defining moment in Olympic broadcasting history, with the most extensive coverage ever produced for the Winter Games reaching a record potential audience of 3.8 billion people worldwide and approximately 1.8 billion viewers.

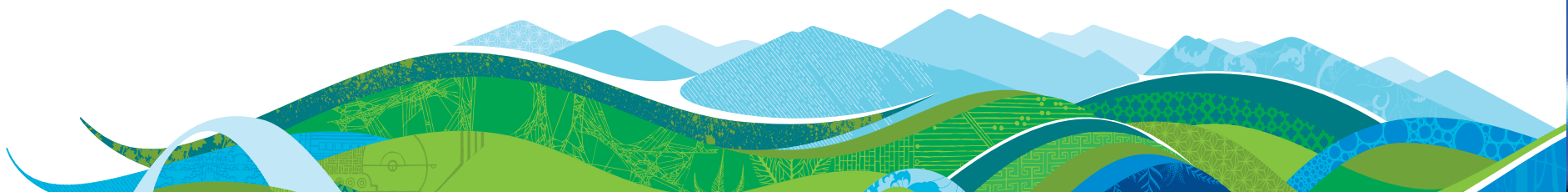
Not only did the Games draw record television audiences in a number of markets around the world, but they were also the first Winter Games to be fully embraced on digital media platforms, with online and mobile coverage breaking all Olympic records.

With over 235 broadcasters and television stations showing coverage of the Games in more than 220 territories, there was almost double the amount of television coverage of Vancouver 2010 than there was for the Turin Games in 2006 and three times the amount available during Salt Lake City 2002, representing 31,902 hours of broadcast coverage in total.

There were also more than 100 official broadcast partner websites worldwide that carried broadcast coverage of the Games. Globally, on official rights-holding broadcasters’ internet and mobile platforms, there were more than 265 million video views and in excess of 1.2 billion page views during the Games.

There was also approximately 6,000 hours of Vancouver 2010 coverage broadcast on mobile phone platforms. In total, digital coverage reached unprecedented levels for the Winter Games, accounting for around half of the overall broadcast output from Vancouver.

But the Games were not solely about quantity. Vancouver 2010 was also the first Winter Games to be broadcast in high definition, and with 5.1 surround sound, offering first-class picture quality and an excellent viewer experience.







### Olympic Broadcasting Services (OBS)

**“Since the Beijing Games, we have been engaged in a comprehensive effort to advance the art of the Olympic broadcast. The Vancouver Games set new benchmarks for improving the rights-holding broadcasters’ ability to communicate the Olympics to their audiences.”**

**Manolo Romero**, Managing Director, OBS

Vancouver marked the beginning of a new era for Olympic Broadcasting Services (OBS). Created by the IOC in 2001 to act as the permanent host broadcaster for each edition of the Olympic Games, Vancouver 2010 was the first Games where the host broadcast was solely an OBS operation.

By eliminating the need to continually rebuild the broadcast operation for each edition of the Games, OBS is able to ensure that the high standards of Olympic broadcasting are maintained, allowing for significant innovation and advancement in the broadcast of the Games.

This was evident in a number of important landmarks, such as the development of the Olympic News Channel – a 24-hour rolling sports news service producing back-to-back, dedicated half-hour programmes showing highlights of each sport, allowing broadcasters around the world a simple and cost-effective way of bringing the Games to their audiences, widening the reach of Vancouver 2010.

OBS was also able to offer enhanced digital media services, including a mobile phone feed, which allowed rights-holding broadcasters to offer coverage on a variety of platforms.



### Global Broadcast Highlights

**“The broadcast numbers have been extraordinary.”**

**John Furlong, CEO, VANOC**

Vancouver 2010 enjoyed record viewing figures in a number of markets around the world, reaching a record potential audience of 3.8 billion people. And with many broadcasters providing their viewers with a multi-platform experience – with TV, internet and mobile phone broadcasts – Vancouver 2010 also offered the most extensive broadcast coverage of any Olympic Winter Games in history.

The following section provides a breakdown of the numerous Vancouver 2010 Olympic Winter Games broadcast highlights from around the world.

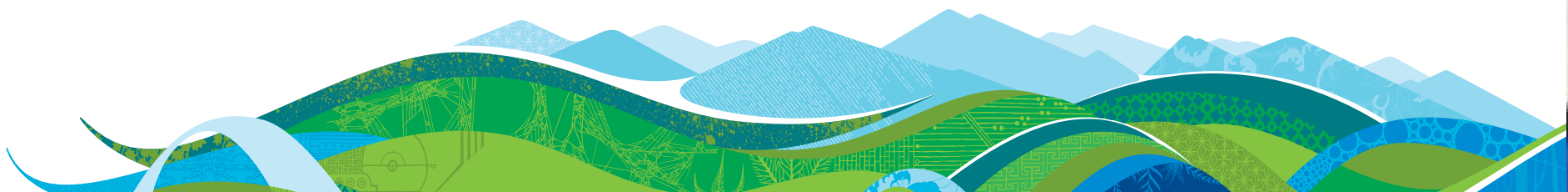
### North America

NBC Universal, the rights-holding broadcaster in the US, and the Canadian Olympic Broadcast Media Consortium, which provided coverage in the host country, both enjoyed superb viewing figures throughout Vancouver 2010.

In Canada, the extraordinary enthusiasm and excitement for the Games saw Olympic coverage break numerous broadcast records, achieving huge viewing figures and attracting the five highest television audiences in Canadian history.

By the end of the Games, approximately 99% of Canadians had watched at least some Olympic coverage, with the men’s ice hockey final attracting the country’s highest ever television audience, as 22 million people – two thirds of the population – tuned in to watch Canada claim a dramatic overtime victory against the United States.

There were also record online figures in Canada, with CTVOlympics.ca and RDSolympiques.ca attracting an unprecedented 215 million page views – nearly five times the number achieved during Beijing 2008. In total, nearly half of all internet users in Canada visited the sites during the Games, with 12.3 million unique users logging on to at least one of the sites. These visitors viewed a record 41.8 million videos online, while there were also 259,079 videos viewed on mobile phones.











Enthusiasm for the Games was also exceptionally high in the US, where over 190 million Americans watched Olympic coverage on NBC Universal, making Vancouver 2010 the second most-watched Winter Games ever, surpassing Salt Lake City 2002 and ranking only behind the 1994 Lillehammer Games.

The success of the American team helped drive ratings, with 29.4 million viewers – the highest sports audience of the Games – tuning in to watch Shaun White, Lindsey Vonn and Shani Davis all claim gold on a memorable day for the USA. The primetime coverage even managed to end American Idol's six-year unbeaten streak at the top of the country's TV ratings, attracting 12 million more viewers when the two shows went head-to-head.

NBC's website also attracted a record number of visitors, with 46 million unique users logging on to NBCOlympics.com during the Games – an increase of almost 33 million users compared with the Turin Games in 2006. In total, the site attracted 710 million page views – more than double the total during the 2006 Winter Games – and served more than 45 million video streams, an increase of almost 37 million compared with Turin four years ago. NBC's mobile platform also attracted a record number of users, serving 87.1 million page views – 52 million more than during Beijing 2008 – and providing two million mobile video streams, which equates to a six-fold increase on the Beijing Games.

## Europe

Excitement for Vancouver 2010 was evident across Europe, with high viewer figures across the continent and many broadcasters attracting audience shares in excess of 50%, even during prime time. In Austria, alpine skiing proved to be the most popular sport, attracting the three highest Olympic audiences of the Games. Austrian viewers were particularly interested in the downhill events, with 1.3 million viewers tuning in to both the men's event and the women's event, where Elisabeth Goergl claimed a bronze medal.

German viewers, meanwhile, were captivated by the biathlon coverage, which attracted the country's three highest Olympic audiences during the Games. The viewing figures peaked at 10 million for the women's 4x6km relay – in which Germany won the bronze medal – accounting for almost 30% of television viewers at that time. The Olympic coverage proved even more popular with German viewers than the coverage of Bayern Munich's Champions League clash with Fiorentina, with the women's downhill attracting almost 40% more viewers than the football match.



The success of Norway's Petter Northug helped drive audience figures in the cross-country skier's homeland, with live coverage of his victory in the men's 50km (mass start) attracting more than two million viewers – approximately half of the Norwegian population, and 84.9% of all those watching TV in the country at that time.

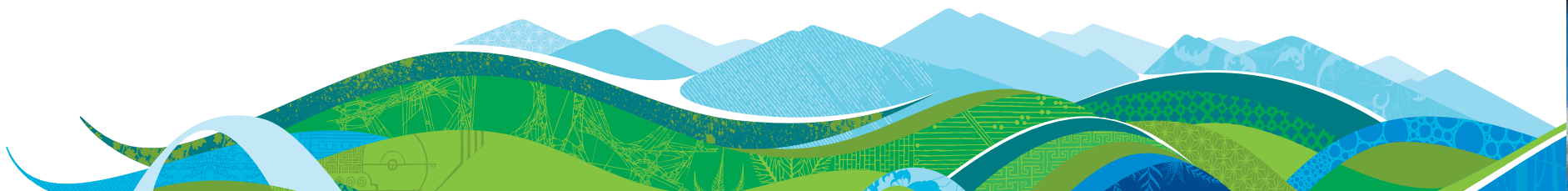
Cross-country skiing also proved popular in neighbouring Sweden, where the men's 50km (mass start) also attracted the highest audience of the Games, with over a quarter of the population – approximate 2.5 million people – tuning into the final hour of the race. Coverage of the men's 4x10km relay attracted similar viewing figures, with 2.4 million people watching the Swedish team claim gold – approximately 58.4% of those watching TV at that time.

In Russia – where the next edition of the Winter Games will be held – the men's ice hockey clash between the Czech Republic and the Russian team achieved the highest rated sports audience of the Games. Despite the live coverage being shown at nearly 1am local time, the final period of the match attracted 10.9 million viewers, which equated to over 45% of people watching TV at that time.

High audience shares were also reported in the Netherlands, where the country's success in speed skating helped drive viewing figures. The highest rating was achieved during coverage of the men's 10,000m, with 5.2 million viewers – over a third of the population – tuning in to watch Sven Kramer cross the line first, only to be disqualified for a lane violation.

France TV also enjoyed a ratings boost thanks to Vancouver 2010, with average audiences up 35.9% on typical primetime viewing figures and primetime audience share increasing by 6% during the Games.

Despite only winning one medal at Vancouver 2010, TV coverage in the UK reached 71.3% of the population, with 40.5 million people tuning to some part of the Games coverage. BBC's dedicated Vancouver 2010 website was visited 11 million times and received over 61 million page views. There were also 8.5 million video views, of which 3.5 million were live streams. Mobile coverage in the UK registered 2.2 million page views during the Games, with the most popular feature being Amy Williams' gold medal success in the skeleton, which attracted 115,000 views alone.







vancouver 2010

## Asia and Oceania

Broadcasters across Asia and Oceania enjoyed impressive viewing figures throughout the Games, with audiences in China, Japan and South Korea all surpassing those witnessed during both Turin 2006 and the Salt Lake City Games in 2002.

China's biggest audience was recorded during the pair's figure skating short programme, which saw Chinese skaters Shen Xue and Zhao Hongbo set a new world record of 76.66 points. This was closely followed by the Opening Ceremony, which attracted four times more viewers than the same event in Salt Lake City, and six times more viewers than the Opening Ceremony of Turin 2006.

In South Korea, SBS's Olympic site registered over 33 million page views and witnessed 3.5 million video views during the Games. The site attracted over one million unique visitors through days 12 - 14, peaking with 1,139,438 unique visitors on day 12, which coincided with speed skater Lee Seung-Hoon's gold medal triumph in the 10,000m.

Australia celebrated its biggest ever Winter Games medal haul at Vancouver 2010 with the country's rights-holding broadcasters offering the most comprehensive broadcast coverage ever provided for the Winter Games. In total, Australian audiences were able to enjoy an unprecedented 1,850 hours of coverage from Vancouver 2010 – more than any previous edition of the Winter Games.

Because of the time difference between Canada and Australia, the highlights programme that was shown during primetime each evening proved to be the most popular with Australian viewers, attracting an average audience of approximately one million and a peak of 1.7 million when Lydia Lassila claimed gold in the women's aerials.

In New Zealand, there was almost twenty times more coverage than for the past two editions of the Olympic Winter Games, with Sky Sport NZ and Prime airing almost 1,800 hours of coverage. Terrestrial broadcaster Prime's Vancouver 2010 coverage attracted an audience share that was double those ordinarily achieved by this channel.



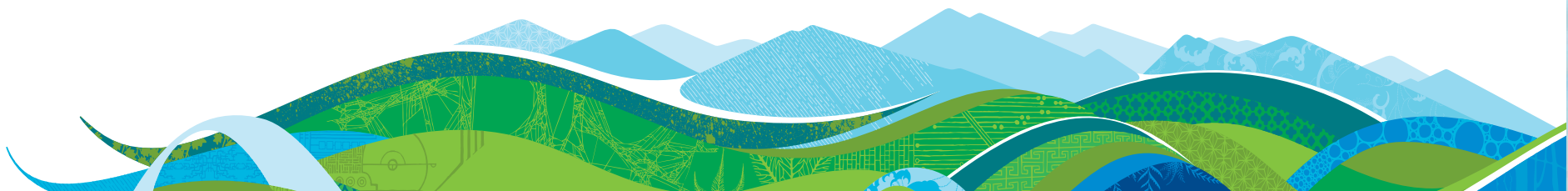
#### Vancouver 2010 Broadcast Facts

- Potential global audience of 3.8 billion
- Coverage available on 235 TV stations and 100 websites around the world
- Almost twice as much broadcast coverage as Turin 2006
- 31,902 television broadcast hours
- Over 6,000 hours of coverage available on mobile phones
- Over 50,000 hours of coverage available across all media platforms
- 99% of Canadians experienced coverage of the Games

#### Latin America

Despite only sending five athletes to the Games, free-to-air coverage of Vancouver 2010 in Brazil attracted an average audience of 1.3 million viewers and an average viewing share of 13.3%, with the success of the coverage prompting the rights-holding broadcaster Rede Record to increase its initial amount of coverage during the Games.

Rights-holding broadcaster Terra offered extensive internet coverage across the region, attracting 4.5 million unique visitors to the site, who on average each spent 17 minutes looking at Vancouver 2010 content.







## Chapter Four **Sponsorship**





**“Corporate sponsorship provides essential support for competing athletes and contributes to the overall success of the Games. Put simply, without the support of our official commercial partners, the Games would not be able to happen.”**

**Gerhard Heiberg**, Chairman, IOC Marketing Commission

As the world’s biggest sporting event, the Olympic Games capture the imagination of billions of people across the globe, offering a unique marketing platform and an unparalleled opportunity for the companies that support the Olympic Movement.

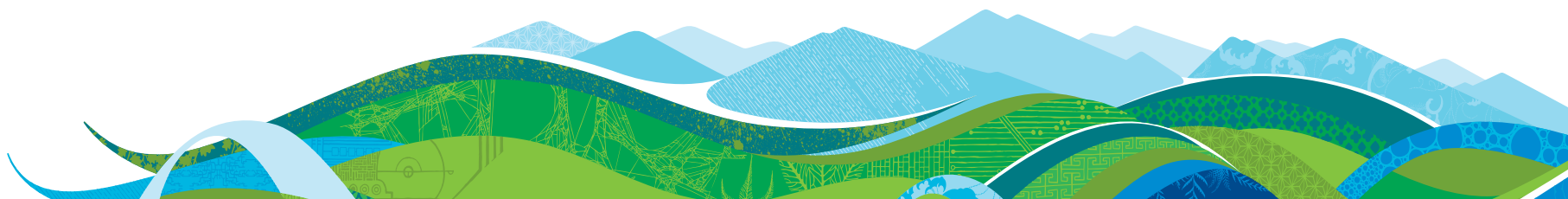
The Games allow partners to showcase their brand in a relevant and dynamic way, providing a unique chance to highlight their brand, products, services and corporate initiatives.

Olympic partners enjoy a multitude of benefits, including the opportunity to align themselves with the Olympic rings – one of the most widely recognised symbols in the world and one that is associated with a set of ideals and values that resonate strongly across the globe.

The Games also provide partners with an opportunity to connect with the public and build customer relationships, and they are also able to use the Games as a way to motivate employees, enhance their corporate reputation and leave a lasting legacy in the communities where they do business.

Just as the athletes are an essential part of the Games, so too are the partners who provide vital funds to the Olympic Movement and help support the staging of the Games themselves. In addition to the financial support generated by sponsorship, each Olympic partner’s products, technology and expertise are vital to the success of the Games. Through this commitment, the Olympic partners provide the foundation for the staging of the Games and help more athletes from more countries participate on the world’s biggest sporting stage.

Partners also help promote the Games around the world through their marketing campaigns and sponsorship activations, meaning the Olympic Movement can reach a wide audience. Many partners often invest several times the value of their initial investment on their Olympic promotional campaigns.







## Vancouver 2010

Vancouver 2010 boasted one of the most comprehensive sponsorship programmes ever created for the Olympic Winter Games.

In addition to the nine Worldwide Olympic Partners, who were at the forefront of the Vancouver 2010 sponsorship programme, the Games also benefited from the support of more than 50 other sponsors and suppliers, with each providing a wide range of products, services, technology and expertise, as well as financial resources, which contributed to the successful staging of the Games.

The following section outlines the essential contributions of the Worldwide Olympic Partners and the domestic sponsors, as well as the innovative Olympic marketing programmes that were developed to promote their partnerships and share the Olympic values with the world.

### The Worldwide Olympic Partners





**“The Olympic Games is an unparalleled platform for us to communicate what we’re doing to our stakeholders. This event brings people together from all over the world and gives us the ability to put a window onto our business.”**

**Thierry Borra**, Director Olympic Games Management, The Coca-Cola Company

The Coca-Cola Company has been associated with the Olympic Games since 1928 and is the longest continuous corporate supporter of the Olympic Movement. As the exclusive non-alcoholic beverage provider to the Olympic Games, Coca-Cola continued this tradition at Vancouver 2010 by refreshing athletes, volunteers, officials and spectators throughout all the Olympic venues, serving 3.7 million perfectly-chilled Coca-Cola beverages during the Games. The company also entertained fans at the Coca-Cola LiveSite and remained committed to its sustainability efforts.

### Coca-Cola’s Live Site

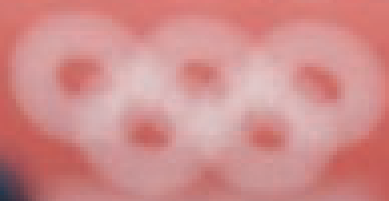
Located at LiveCity Yaletown, The Coca-Cola Pavilion was a truly multi-sensory, interactive experience that entertained thousands of visitors each day during the Games. As well as highlighting Coca-Cola’s past and present involvement with the Olympic Games, the Pavilion informed visitors about the company’s current and future commitments to environmental sustainability. By bringing Coca-Cola’s sustainability efforts to life, guests were able to learn about the company’s efforts to protect the polar bear and meet the ‘bottle of the future’ – the PlantBottle. Of course, visitors were also able to enjoy perfectly chilled bottles of Coca-Cola and Coke Zero, with over 200,000 beverages served during the Games. Visitors were then able to recycle their bottles in exciting ways within the Pavilion.

### Olympic Torch Relay

For the seventh time, The Coca-Cola Company returned as a Presenting Partner of the Olympic Torch Relay. The Company encouraged more than 1 million Canadians to apply to be a Torchbearer. Of those, more than 4,500 were nominated as Torchbearers through a ‘Red Ribbon Panel’ of health and environmental experts for making commitments to lead more active or green lifestyles. And more than 10,000 youth were inspired to get active through Coca-Cola’s partnership with Canada’s physical activity authority, ParticipACTION.



*Coca-Cola*



*Made with*  
*Composé de*



plus d'informations pour  
savoir comment rapporter  
votre bouteille de ces articles



give it back  
Rapportez-la

3,811,763  
bottles recycled  bouteilles recyclées

Reported during the Vancouver 2010 Winter Olympic Games  
Reporting period: Jan. 1, 2009 to Dec. 31, 2010



### Commitment to Sustainability

Coca-Cola was committed to achieving its first-ever net carbon-neutral Games through a number of sustainability initiatives, including collecting 100% of the bottles used during the Olympic Torch Relay and Olympic Games for recycling. Coca-Cola 'green teams' – totalling 1,250 community volunteers – also activated in 172 communities, collecting PET containers on the Olympic Torch Relay. Coca-Cola also introduced the PlantBottle – made from up to 30% plant-based materials and 100% recyclable – and used 100% compostable beverage cups and lids. Over 800 Coca-Cola recycling barrels – made from reused concentrate barrels – were deployed at the Games and in each Olympic Torch Relay city, while 1,400 proprietary EKOfresh refrigeration units helped eliminate direct greenhouse gas emissions and reduced energy use by 35% – a North American first. The uniforms for all Coca-Cola Olympic associates were also each made from recycled PET bottles, using a total of 200,000 plastic bottles.

### Coca-Cola Post-Olympic Games Legacy Project

During the Games, Coca-Cola Canada made a \$350,000 investment in an outdoor sport court for Vancouver's inner-city youth. The court will provide a place for youth and families to participate in active, healthy play. Coca-Cola has also committed to a minimum of two years of financial support for the Ray-Cam Cooperative Community Centre for programming, coaching and a variety of sports clinics that will benefit the entire community. Additionally, 7,000 hats, scarves and vests made from the actual containers collected at the Olympic Games venues will be provided to Community Centre residents.

### Aboriginal Art Bottles

Using the Coca-Cola contour bottle as their canvases, 15 First Nations, Inuit and Métis artists from across Canada created unique pieces of art in celebration of their heritage and the Vancouver 2010 Olympic Winter Games. These 15 one-of-a-kind bottles were placed on display during the Games at the Coca-Cola Pavilion, the Vancouver Art Gallery, and the Artisan Village at UBC. The bottles were then auctioned off and the proceeds were donated to the Vancouver 2010 Aboriginal Youth Legacy Fund to support sport, culture, sustainability and education initiatives for First Nations, Inuit and Métis youth across Canada.





**"Sport can either be for teams or individuals, but it is animated by a unique spirit that brings culture, science, languages and heritage together. As sport overcomes barriers by acknowledging the value of difference and the strength of common objectives, Acer moves in the same direction by facilitating communication among different populations through easy-to-use technological solutions shaped around real people and real needs."**

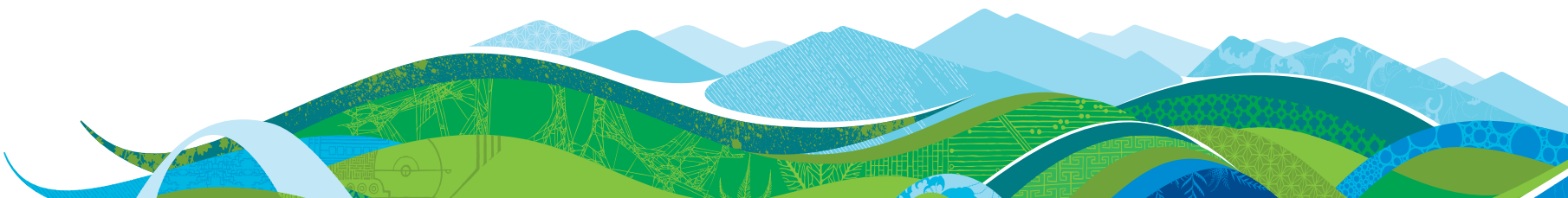
**Gianfranco Lanci**, President and CEO, Acer Inc

Acer believes that sport and technology have the same ideals in common. As the TOP Partner in the computer equipment product category, Acer worked closely with VANOC to ensure the Vancouver 2010 Olympic Winter Games ran faultlessly. Acer's commitment to the Games included supplying 6,400 desktop and notebook computers, 4,950 monitors, 34 servers, 8,950 accessories and 120 technicians.

Deployed in nine Olympic Venues – as well as the Technology Operations Centre (TOC), both Media Centres, the Vancouver and Whistler Olympic Villages and in the VANOC headquarters – the computing equipment provided by Acer ran for 24 hours a day, for more than a month, in some cases in extreme weather conditions, yet still ensured flawless performances.

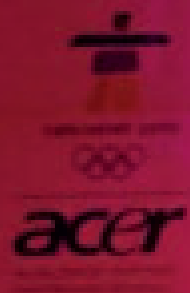
### Internet cafés

After an intense day of training and competing, athletes enjoyed moments of relaxation in the Internet cafés, sponsored by Acer, in the Olympic Villages. These featured 100 PCs with broadband Internet access and printer capabilities, with social networking platforms allowing them to keep in touch with families and friends at home. Acer's on-site support staff and service technicians also provided customer support.





# acer



### Meeting the Public

To show the most recent and innovative products to the international audience that gathered in Vancouver for the Games, Acer created a 600sqm interactive showcase in the LiveCity Yaletown Olympic Site, in David Lam Park.

Almost 100,000 visitors had a first-hand experience of Olympic limited edition notebooks, multi-touch screens and interactive areas, and shared Acer's vision of the pursuit of excellence in sport and technology.

### The Hospitality Programme

In its efforts to share the unique moments of the Games, Acer invited 400 guests from 44 countries – from strategic partner companies to government representatives – to enjoy a rich programme of sport and cultural events, including both the Opening and Closing Ceremonies and the 'Excellent Nights' special events with former and current Olympic athletes.

### Sponsorship

In order to support athletes in the pursuit of excellence, Acer offers sponsorship agreements to athletes such as Norwegian skier Aksel Lund Svindal, who won gold, silver and bronze medals in Vancouver, and Australian freestyle skier Lydia Lassila, who also won gold at the Games. Acer also sponsored the Norwegian Ski Team and provided technological supplies to the German, USA, Chinese and Russian Hospitality Houses.





**"Atos Origin, our long-term partner, is the brains behind the information technology operations for the Olympic Games. Once again, they have delivered these systems flawlessly, ensuring information is relayed to millions more people than ever before and in new ways."**

**Jacques Rogge**, President, International Olympic Committee

Atos Origin is a leading international information technology services company, providing hi-tech transactional services, consulting, systems integration and managed operations to deliver business outcomes globally. Since 2002, Atos Origin has led the technology effort needed for staging the Olympic Games, together with the Organising Committee. Atos Origin designs, builds, secures and runs the multiple information technology systems, managing and integrating the contributions of all the technology partners and suppliers to deliver seamless results to the world and secure Games-time operations.

### **Atos Origin's road to Vancouver**

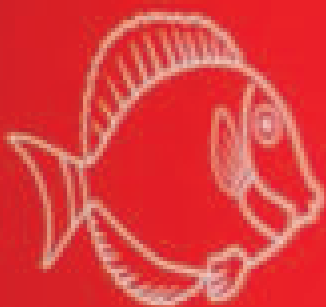
As the Worldwide IT Partner for the Olympic Games, Atos Origin was in charge again of one of the most spectacular IT projects in the world during Vancouver 2010. The company put years of accumulated experience into designing, operating and monitoring the entire technology infrastructure, and its preparations began long before February's Opening Ceremony.

### **A massive Technology Infrastructure**

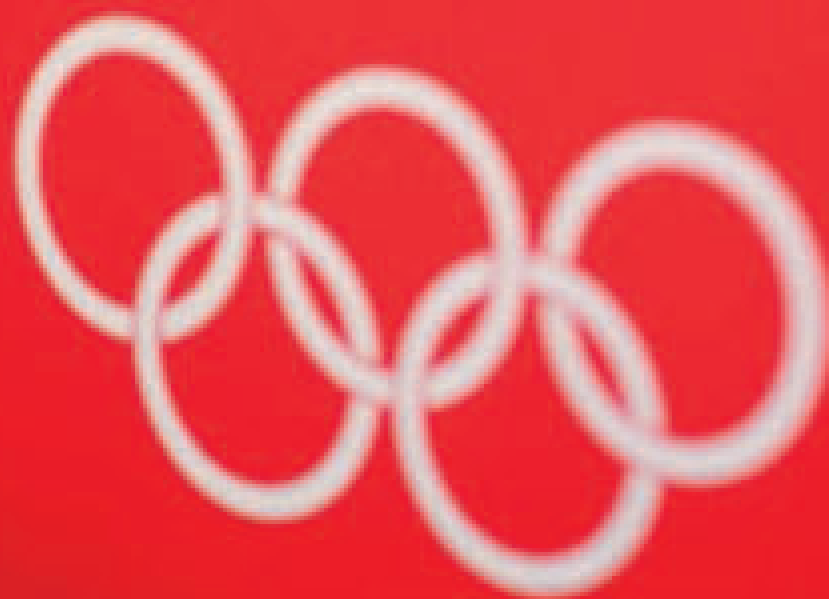
Atos Origin fulfilled its mandate to design, integrate, manage and secure 16 different IT systems needed to manage the Games and relay competition results to a world-wide audience of more than three billion people. Thousands of athletes arrived in Vancouver ready to show the world their talent and perseverance. Atos Origin did the same – behind the scenes with most of their victories unnoticed by most of the watching world. The Atos Origin IT team managed an integrated IT team of more than 3,000 IT experts from the world's leading companies, including Atos Origin's Olympic Games experts and the best Vancouver IT professionals. The company also developed the IT solution for the passport-grade badges issued to all 29,900 accredited Games-time athletes, officials, coaches, media, staff and volunteers, and designed the IT infrastructure to transmit results to a worldwide audience of 3.5 billion in under 0.3 seconds.



Atos  
Origin



WORLDWIDE IT PARTNER







Atos Origin also securely delivered more than seven million messages of competition data to international media and worldwide news agencies, which is three times more than Torino in 2006. The company also delivered event information to 300 broadcasters and over 100 websites in more than 200 countries worldwide, provided datafeed and result information for 24,000 hours of coverage, and supplied a continuous stream of information to the exploding number of social and online media resources around the world through the Internet Data Feed and the Olympic Data Feed.

Atos Origin also collected and filtered almost nine million events each day to detect any potential IT security risk for the Olympic Games IT systems. A hundred were identified as issues and investigated. All were resolved, so there was no impact at all on the Olympic Games. And, when the Olympic flame was doused and the Games completed, Atos Origin managed the dismantling and removal of the IT infrastructure.

### Contributing to sustainable and greener Olympic Games

As part of its partnership with the Olympic Movement, Atos Origin is committed to delivering excellence and helping the Organising Committees and the International Olympic Committee deploy technological solutions to shrink the Games' carbon footprint, from reducing the consumption of paper to cutting down on travel.

Atos Origin helped VANOC achieve some of the Sustainability Performance Objectives for Environmental Stewardship and Impact Reduction by designing for less through smart design and procurement. Atos Origin operated 'eco-efficiently' by minimising consumption of energy and minimising waste. The new technology Atos Origin was using in Vancouver is virtualisation, which reduced the number of IT Infrastructure elements. This has never been used before in the Games and has a considerable impact on the power consumption.

Atos Origin operated the Remote Info 2010, an external Intranet providing journalists remote access to onsite information at the same speed as the local solution and a remote Commentator information solution providing results in near real time in the broadcasters' offices. Both of these solutions are designed so that media can cover the competition without having to travel to Vancouver thereby reducing GHG emissions. The Vancouver 2010 Olympic Winter Games are the first Games to widely deploy an online volunteer portal and for the first time an online Accreditation portal – considerably reducing paper consumption in contrast to previous paper-based systems.





**“The Olympic Movement is a wonderful brand and it’s great to be associated with an organisation that has such high ideals and values.”**

**Peter Foss**, GE’s President of Olympic Sponsorships

As a Worldwide Olympic Partner, GE is the exclusive provider of a wide range of innovative products and services that are integral to staging a successful Olympic Games. GE works closely with host countries, cities and organising committees to provide infrastructure solutions related to power, water treatment, transportation and security, as well as healthcare equipment to help doctors diagnose and treat athletes and the local community.

### Vancouver 2010

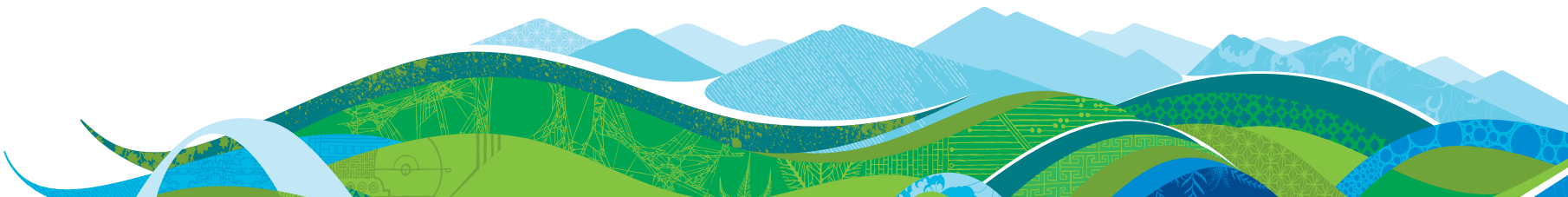
VANOC was the first Olympic Organising Committee to commit to applying sustainability principles and practices – including integrated delivery of social, economic and environmental outcomes and benefits to the Games. The GE team responded to this challenge in a number of ways:

**GE Plaza - Revitalisation of Robson Square:** GE’s revitalisation of the ice rink in Robson Square provided a vibrant centre of activity for residents and visitors. GE Plaza was frequently cited as the top free activity for families during the Olympic Games period.

**Filtering water within the Vancouver Convention Centre, home of Olympic Broadcasting:** A GE Water & Process Technologies membrane wastewater management system cleaned water from within the building to reuse it for flush fixtures, and to irrigate a new, six-acre rooftop garden.

**Providing LEEDS certified filtering technology for the Nordic Water and Waste Water Treatment Plants:** The compact, discreet design of the plants, which met the need to minimise the footprint of the system, coupled with their superior treatment capabilities was a winning combination for the venue. The system provided drinking water for visitors and was also used by the snow-making equipment.

**Reducing our broadcast footprint:** NBC also took measures to address sustainability for the 2010 Games. From simple steps such as eliminating approximately 100,000 individual water bottles used by 1,200 crew and replacing them with water bubblers and fully biodegradable water bottles, to a programme of waste reduction including electronic manuals vs. hard copy manuals, and a reduction in transportation consumption achieved by locating 72% of staff within walking distance of their place of work. NBC also promoted the use of public transit and partnered with a carbon offset programme.







**Delivering more efficient transportation:** CP Rail, the Official Freight Provider for Vancouver 2010, used GE Evolution Locomotive Engines, which reduce emissions by 40% and fuel use by 5% compared to previous locomotive engines. CP also used GE's Trip Optimizer – an advanced energy management system that reduces fuel use and emissions by up to an additional 10%. GE's Evolution Series Locomotives and GE's Trip Optimizer are products of ecomagination. GE Digital Energy also equipped the new Vancouver Metro Rail Link with fibre optic multiplexer communications used for train control, arrival and departure information, ticketing, emergency voice and platform customer service.

**Lighting the Games:** GE supplied numerous lighting solutions to many of the Olympic competition and non-competition venues in Vancouver and Whistler. GE's energy efficient LED solutions were installed at the Vancouver Convention Centre (East) and throughout the newly revitalised GE Plaza at Robson Square. GE also installed high quality specialty lighting in the Richmond Oval, the Hillcrest Curling venue, the Pacific Coliseum, UBC's Thunderbird Stadium and the Whistler Sliding Centre.

## Healthcare

GE Healthcare's work with the Olympic Games is driven by the theme of increasing access to healthcare technologies in an effort to help clinicians predict, diagnose, treat and monitor health issues and sports medicine injuries earlier when intervention is more effective and efficient. GE Healthcare equips sports physicians with advanced and innovative medical imaging technologies, allowing athletic trainers to have an earlier and more accurate diagnosis platform.

**64-Slice CT Scanner for Whistler:** Through its Vancouver 2010 Olympic Winter Games partnership, GE Healthcare has made possible a legacy gift to the residents of the Sea to Sky region – a brand new 64-slice CT scanner. The scanner is a first for the region and is located in the Whistler Health Centre. The equipment was used extensively during the Games and will continue to be used by the community post-Games.

**Polyclinics in Vancouver and Whistler:** GE Healthcare equipped the Olympic Polyclinics in Vancouver and Whistler, offering comprehensive healthcare for Olympic athletes and officials during the Games.

**Mobile Medical Unit (MMU):** GE Healthcare provided a state-of-the-art emergency medical unit for medical emergencies for athletes and officials in the Sea to Sky region during the Games. The 15.9-metre tractor-trailer can expand to a 90 square metre unit with 12 beds, which includes a recovery/triage area and intensive care unit, as well as an operating room with two independent surgical beds. Following the Games, the MMU will be used by the Province of British Columbia.





**"For the eighth straight Games, McDonald's is the only Official Restaurant of the Olympic Games feeding the world's best athletes. Athletes tell us they love our food and we've earned their trust. Just as they go for the gold at the Games, so do we with our gold standard quality in every meal we serve."**

**Don Thompson, McDonald's President and Chief Operating Officer**

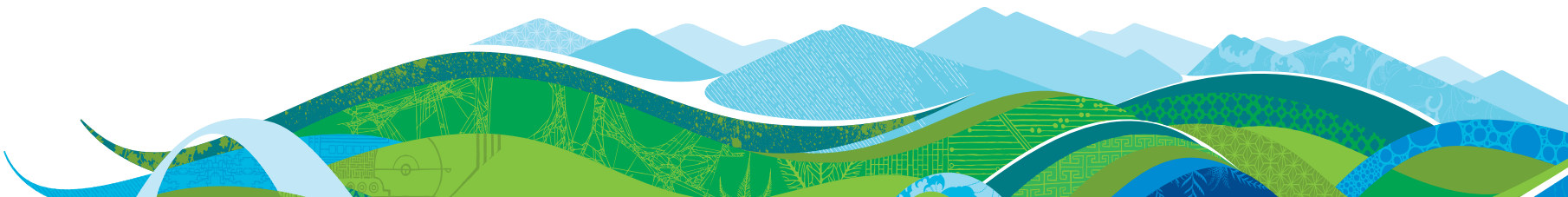
McDonald's has been a proud supporter of the Olympic Movement for more than 40 years. The Vancouver 2010 Olympic Winter Games marked McDonald's seventh Olympic Games as a Worldwide Partner and eighth as the Official Restaurant, where the company fed the athletes and media their menu of favourites during the Games.

### Feeding the World's Best Athletes

As Official Restaurant, McDonald's kicked off the 2010 Winter Games with a special global press event that highlighted its food quality and innovation. The company held a unique 'Smoothie Challenge' to provide a sneak peek at its newest product that would launch in the U.S. later that year. Olympic athletes and McDonald's Champion Kids competed to create their own quality Smoothies.

Three McDonald's Olympic venue restaurants were constructed for the 2010 Winter Games: one in each of the Olympic Villages located in Vancouver and Whistler to serve the athletes, and one at the Main Press Centre for the media. McDonald's Olympic Champion Crew, made up of more than 300 top-performing restaurant employees from across Canada, served a menu of favourites and new offerings at those McDonald's Olympic restaurants.

Spectators also shared in the Olympic spirit and enjoyed McDonald's choice and variety at the more than 40 McDonald's restaurants located in the Vancouver and Whistler areas. In addition, millions of customers around the world experienced the Games through special promotions, advertising, in-restaurant and youth programmes.











### McDonald's Champion Kids™

As part of McDonald's ongoing commitment to children, kids from across Canada and around the world had the opportunity to experience the Vancouver 2010 Olympic Winter Games first-hand. This once-in-a-lifetime journey provided them with a chance to attend Olympic events, meet athletes, visit the Olympic Village, tour the cultural sites of Vancouver and interact with their peers from across the globe. The children also served as special youth correspondents, sharing their experiences with their communities through hometown news outlets.

### Giving Back

McDonald's continued its Olympic tradition of giving back to the host community through a special donation from Ronald McDonald House Charities® of Canada. Working in partnership with The Province of British Columbia, the Rick Hansen Foundation and 2010 Legacies Now, the donation helped fund three world-class playgrounds located in the venue cities of Vancouver, Richmond and Whistler that will live beyond the Games. The Legacy playgrounds are designed to meet the needs of children with disabilities and enable them to play side by side with their siblings, families and friends.

### Environment

In support of VANOC's efforts to make the 2010 Winter Games the first carbon neutral Games in Olympic history, McDonald's joined VANOC's voluntary Carbon Partner Programme to help offset indirect carbon emissions. In addition, the three McDonald's Olympic venue restaurants were fitted with energy-efficient lighting and equipment, with the equipment being reused and recycled at McDonald's restaurants in Canada. McDonald's efforts were honoured with two VANOC 2010 Sustainability Star awards for waste diversion at the three Olympic restaurants and for the Legacy playgrounds project.





**"Since 1932, the Olympic Games have provided us with a unique platform to convey our message of precision, quality and innovation in a prestigious and fitting environment."**

**Stephen Urquhart**, President of OMEGA

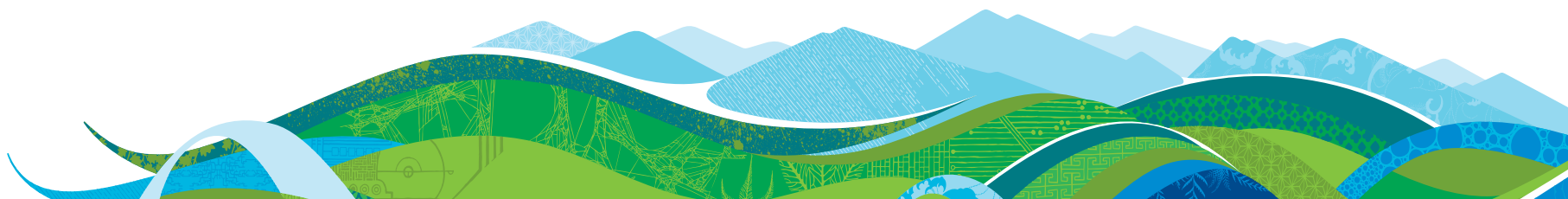
OMEGA first served as the Official Timekeeper at the Los Angeles Olympic Games in 1932. Never before had a single company been chosen to provide all the timing devices and technology for the Olympic Games. At those Games, OMEGA delivered 30 handheld stopwatches, which were used to time every event. In Vancouver and Whistler in 2010, 235 professional timekeepers and data handlers, along with hundreds of carefully selected and trained local volunteers, used more than 220 tons of equipment to ensure that the timing, scoring, display and distribution of the results were flawlessly executed.

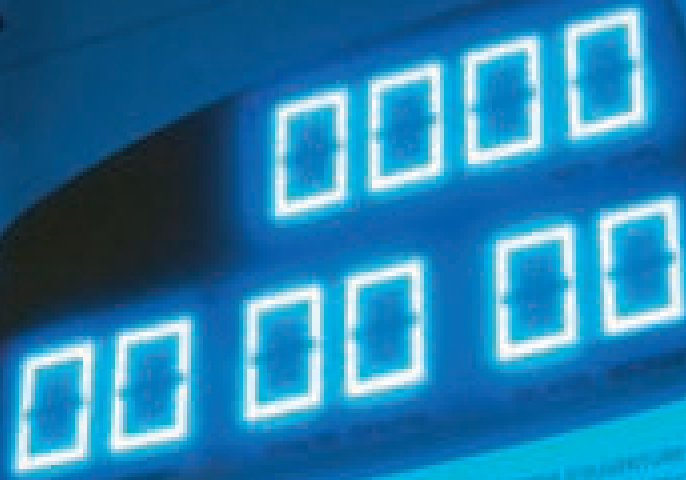
OMEGA's unparalleled reputation as an innovator in sports timing and measurement technologies has led to a long, rewarding relationship with the IOC. In Vancouver, OMEGA assumed its Official Timekeeper role for the 24th time and the company recently announced that it had extended its agreement with the IOC through 2020. OMEGA's partnership with the Olympic Movement was reflected in some of its products and in the advertising and publicity campaigns that were activated especially for the Vancouver 2010 Olympic and Paralympic Winter Games.

### **The Countdown Clock and the OMEGA Bobsleigh**

Among the symbols that best represented OMEGA's Olympic role was the Countdown Clock in downtown Vancouver, which was unveiled on 12 February 2007, exactly three years before the festivities were scheduled to begin. The clock, which is three metres wide and more than six metres high, weighs a staggering 1,170 kilograms. During the Olympic and Paralympic Winter Games it was one of the most popular locations for photo opportunities among the hundreds of thousands of visitors to Vancouver.

In Vancouver and Whistler, OMEGA placed sleek red bobsleighs which also became popular photographic subjects as visitors posed in and around the sleighs. The bobsleighs were ideal locations for presentations of OMEGA watches to selected Olympic and Paralympic gold medallists throughout the Games.

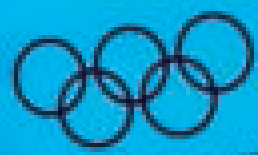




WITH THE OFFICIAL SUPPORT OF THE  
VANCOUVER 2010 OLYMPIC GAMES

AVEC LE SOUTI OFFICIEL DES JEUX  
OLYMPIQUES D'ÉTÉ DE VANCOUVER 2010

  
**OMEGA**



OFFICIAL TIMEKEEPER OF 34 OLYMPIC GAMES  
CHRONOMETREUR OFFICIEL DE 34 JEUX OLYMPIQUES



### OMEGA's Olympic Boutique

The OMEGA Olympic Boutique, located in the lobby of the Fairmont Hotel Vancouver, gave the brand a strong retail presence in the city during the Olympic and Paralympic Games. The success of the Boutique was such that OMEGA has decided to keep it open following the Closing Ceremony of the Paralympic Games. The Boutique features a complete range of OMEGA products including the Seamaster Diver 300m "Vancouver 2010" Limited Edition Watch, which was created to commemorate the Games.

### OMEGA's Olympic Games Marketing

OMEGA reissued three of its classic winter sport posters to celebrate its long connection with the Olympic Movement. The posters were selected for what they represent: one reflects on OMEGA's historic timekeeping role; another is a reminder of the unexpected and extraordinary performances which take place at every Olympic Games; the final one is a testimony to the romantic perfection which was famously exhibited on the day the world celebrates love. A new poster, created for Vancouver, featured a bobsleigh and the special OMEGA Seamaster being released to commemorate the 2010 Vancouver Olympic Winter Games.

### The OMEGA Seamaster Diver 300m 'Vancouver 2010' Limited Edition Watch

The OMEGA Seamaster Diver 300M 'Vancouver 2010' Limited Edition was produced in 41 mm and 36.25 mm versions, each in a release of 2,010 numbered pieces and featuring the OMEGA Co-Axial calibre 2500. The striking timepieces have white lacquered dials and red-anodised aluminium bezel rings. The counterweight on the seconds hand features the coloured Olympic rings and the caseback is embossed with the Vancouver 2010 Olympic Winter Games logo. The watches, which are water resistant to 300 metres, are equipped with a helium escape valve and a unidirectional rotating bezel.



## Panasonic

**“The Olympic Games are all about peak performance and setting new standards. Panasonic is proud to support the Olympic Games with our AV technology, and to rise to the challenge in Vancouver by sharing the passion of every athlete with the watching world as never before.”**

**Alex Nunoya**, General Manager, Worldwide Olympic Marketing, Panasonic

Panasonic has been supporting the Olympic Movement for more than two decades, since the TOP Programme was launched for the Calgary Olympic Winter Games in 1988.

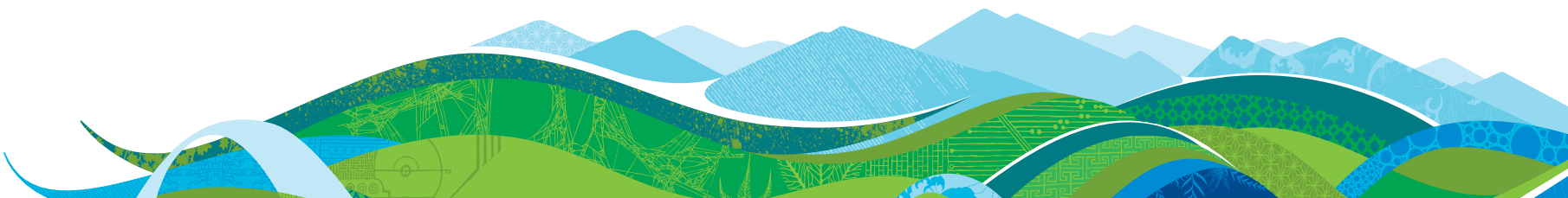
Panasonic contributes to the success of the Olympic Games through its technology, providing state-of-the-art audio/visual equipment such as LED large screen display systems, professional audio systems, flat screen TVs, digital video cameras, DVD recorders, and broadcast equipment. Panasonic has extended its partnership with the IOC until the Rio 2016 Olympic Games.

### Sharing the Passion

Under the slogan of ‘Sharing the Passion’, Panasonic helps deliver the passion and outstanding performances of top athletes from the Olympic venues to homes around the world, allowing people to share the dreams and excitement of the world’s premier sports event.

There have been many developments in AV technology throughout the history of the Olympic Games. In 1964, satellite broadcasting arrived in time for the Tokyo Games – a first in Olympic history – while digital VTR was introduced for the Barcelona 1992 Games.

High-definition (HD) became the main video format in Beijing 2008 and, for Vancouver 2010, Panasonic took its latest AV and professional broadcast equipment to the Olympic Games, to push the boundaries of its technologies and to share the Olympic excitement with people around the world.





3D  
Real Time

SHARING THE PASSION  
in FULL HD 3D

Panasonic

Step into the 3D World



eco activities stand  
stand d'activités éco-ideas

vancouver 2010  
Sustainability  
Durabilité

eco  
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## Vancouver 2010

Following the HD standard of excellence set by Beijing 2008, Vancouver 2010 became the first Olympic Winter Games to be fully captured in the HD format. Panasonic has supplied broadcasting equipment and maintenance support to host broadcasters since Barcelona 1992, and Vancouver 2010 marked the ninth Olympic Games at which Panasonic has provided the official recording format for the Games.

At the 'Panasonic Full HD 3D Theatre' pavilion, located at the LiveCity Yaletown official live site in Vancouver, Panasonic proposed a totally new dimension of in-home visual experience, with the exciting advent of Full HD 3D.

Over 200,000 Olympic fans visited the Panasonic pavilion, of which 54,000 stepped into the 3D World by viewing true-to-life Olympic 3D images as if they were in the stadium. The 3D images included footage from the Opening Ceremony and various competition scenes from the Vancouver 2010 Olympic Winter Games.

## Sustainability and Youth Initiative

In its support of the sustainability initiatives of the Vancouver Organising Committee for the 2010 Olympic Winter Games, Panasonic ran various activities as part of its corporate environmental initiatives. Panasonic also offset 416 tons of carbon dioxide emissions from its technology operations at the Games, its hospitality guests' accommodation and transportation, and its Panasonic pavilion operation.

In addition, using the long experience of Panasonic Kid Witness News (KWN) – a hands-on video education programme – Panasonic acted as an Official Partner to co-sponsor the 'Do Your Part – VANOC Sustainability National Video Contest', together with the United Nations Environment Programme (UNEP) and the Government of Canada.

Panasonic also hosted an event for international cultural exchange between Canada and Japan, and encouraged KWN school students of both countries to develop mutual friendships and experiences. This unique live video conference programme was achieved by using Panasonic's HD Video Conference System. KWN children from Nootka Elementary School in Vancouver exchanged opinions on ecology and the Olympic Games with their counterparts from Seka Elementary School, who gathered at the Panasonic Center Osaka, and also interviewed IOC President Jacques Rogge in the Panasonic pavilion.



SAMSUNG

**“Our mission is to share the Olympic experience on a global scale - to bring people together, united in a spirit of mutual understanding, of solidarity, and of fair play. For Samsung, the Vancouver 2010 Olympic Winter Games are about WOW moments - those once-in-a-lifetime moments that we cherish forever.”**

**Gyehyun Kwon**, Vice President & Head of Worldwide Sports Marketing,  
Samsung Electronics

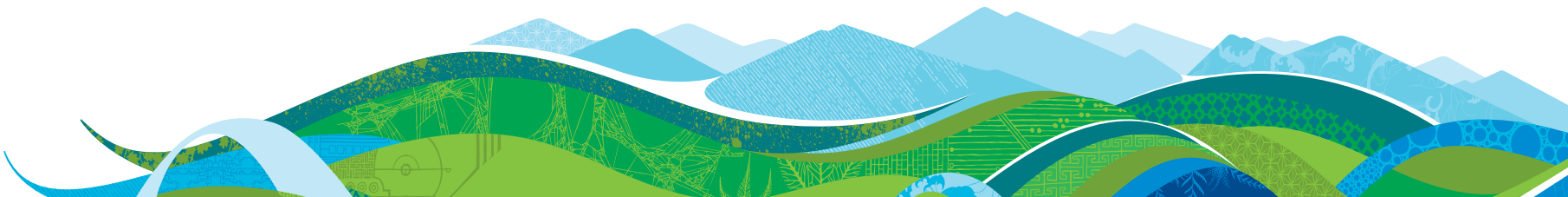
Samsung first became involved with the Olympic Movement as a local sponsor of the Seoul 1988 Olympic Games. Samsung became a Worldwide Partner in the Wireless Communications Equipment category for the Nagano 1998 Olympic Winter Games and has maintained this role for all subsequent Olympic Games and will continue until the Rio 2016 Olympic Games. The wireless technology and innovation of Samsung will continuously contribute to support the success of the Olympic Games.

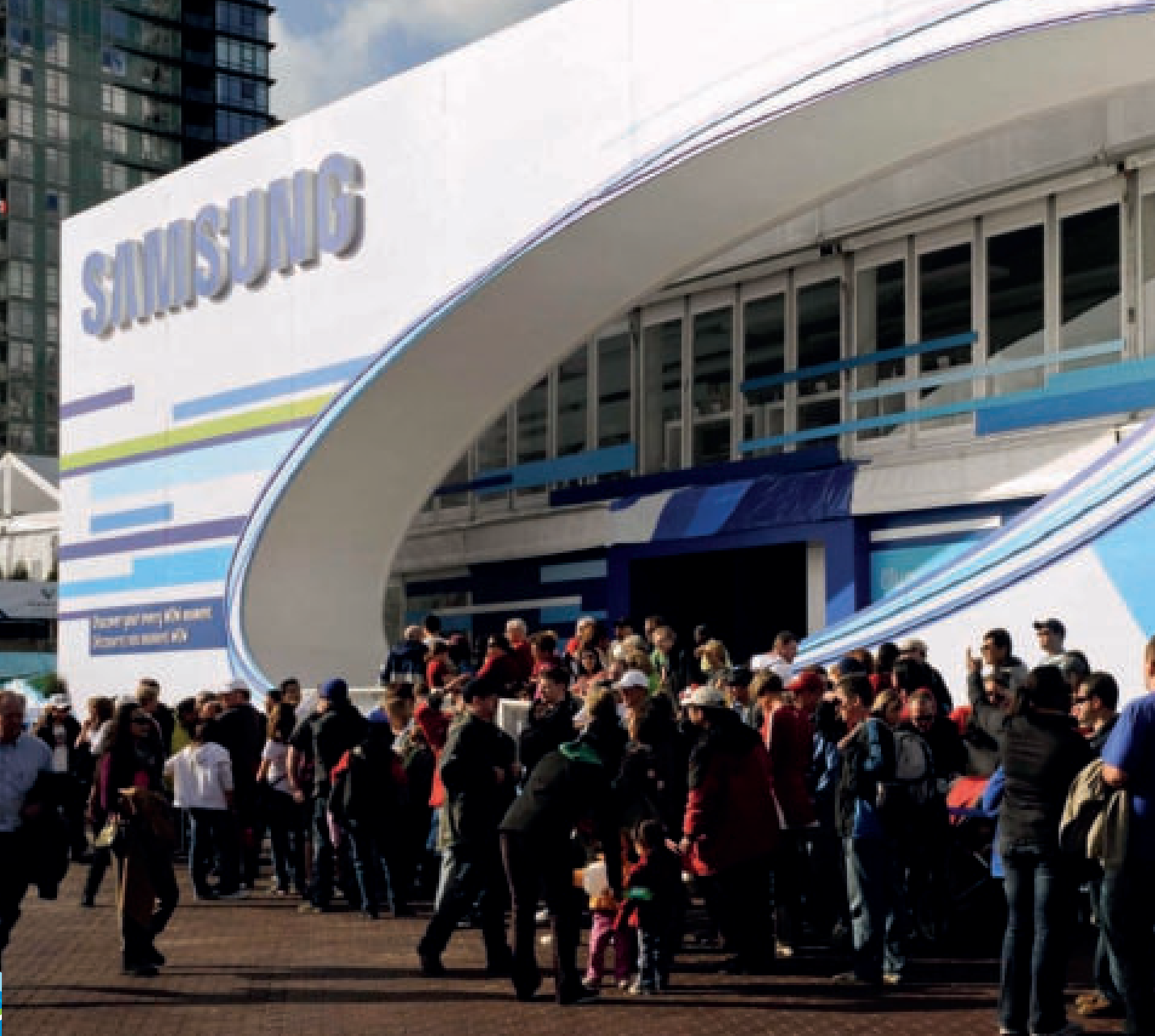
### **Olympic Rendezvous @ Samsung (OR@S)**

Since it was introduced for Sydney 2000, the Olympic Rendezvous @ Samsung (OR@S) has been Samsung's flagship Olympic programme and a landmark of Olympic Partner activation during Games time. For Vancouver 2010, the OR@S aimed to create a centre for Samsung to add value to the visitors' Olympic experience, and a home-away-from-home for athletes and their families.

A number of visitors at the centrepiece of Samsung's Olympic marketing activities enjoyed the exciting and engaging brand pavilion, featuring the latest in cutting-edge wireless communications technology. They were excited by spectacular live entertainment and many interactive attractions, such as a cross-country skiing game and a snowboard design competition.

Moreover, the OR@S was renowned for offering a relaxing retreat for athletes, their families, and spectators alike. As it was situated at David Lam Park, which is in close proximity to the main competition venues and the Athletes' Village, it was regarded as a perfect meeting place for athletes and their families to celebrate the Vancouver 2010 Olympic Winter Games. During the operation time, total visitors were over 100,000 and around 10,000 people dropped by the athlete lounge, which was only available to Olympic families.







Four Samsung Athlete Ambassadors, as members of Team Samsung, also appeared at OR@S for six different events, making it a centre of world-wide media attention.

Wayne Gretzky, known as 'The Great One' by ice hockey fans around the globe, highlighted the opening of OR@S.

Hannah Teter, a silver medallist in women's halfpipe at the Vancouver Games, showed up at OR@S to share her WOW moments with USA teams of Samsung Mobile explorers, who captured their unique experience at OR@S and shared it online. She also threw a signing ceremony for fans and celebrated Samsung's donation to her charity, Hannah's Gold.

Furthermore, Samsung hosted 'Hooray for Hayley', which provided the North Shore Ravens girls' hockey team with the once-in-a-lifetime opportunity of cheering on their hero, Hayley Wickenheiser. Last but not least, Samsung Athlete Ambassador and captain of the Canadian National Ice Sledge Hockey team, Jean Labonté, had a tour of OR@S to showcase the diversity of Samsung's products and technologies all as part of the unforgettable WOW moments to be witnessed during the Games.

### Wireless Olympic Works (WOW)

Among Samsung's many contributions to the Olympic Movement, Wireless Olympic Works (WOW) was undeniably the most beloved communication platform. Since its launch at Athens 2004, the WOW platform has contributed to keeping Olympic officials, athletes and media connected and informed during the Olympic Games with cutting-edge technology.

For the first time ever, Samsung made the WOW technology platform available to the general public for Vancouver 2010. Through this evolution to the Public WOW, general Olympic fans around the world were able to receive up-to-the-minute information, including real-time Games progress, medal standings and even weather reports. WOW truly helped general Olympic fans to understand the Olympic Games much more immediately and discover their WOW moment more easily by being offered personalised solutions and advanced wireless technology. "People who are away from home can keep in touch with Samsung's WOW application," an anonymous user of WOW application said.

WOW has continued Samsung's long-term commitment to the Olympic Movement through its wireless technologies, operational support and the enhancement of people's experiences throughout the Games. In order to generate a more enjoyable Olympic experience, WOW will be with the Olympic Games through London 2012, Sochi 2014 and Rio 2016 with more innovative services.





**"The Olympic Games deliver tremendous global exposure and access to virtually every demographic group. The Olympic Games also deliver tangible and proven business building benefits to Visa, its clients and partners."**

**Antonio Lucio**, Chief Marketing Officer, Visa Inc.

Visa has been a Worldwide Partner of the Olympic Games for 24 years and in October 2009 extended its sponsorship of the Olympic Games through 2020.

At the Vancouver 2010 Olympic Winter Games, Visa was the only card accepted and the official payment network, creating and managing the entire payment system infrastructure throughout all Olympic venues.

Visa's global activation of the Vancouver 2010 Olympic Winter Games helped drive Visa's business, create an affinity for Visa and its products, and generate short- and long-term benefits for Vancouver and the many markets in which Visa does business.

### Marketing and Promotion

To support the Vancouver Games Visa delivered it's first-ever global Olympic-themed integrated marketing campaign – Go World.

The Go World campaign celebrated athleticism and human triumph through unique athlete stories and imagery. Go World featured a number of Olympians on a variety of different platforms across the globe to evoke emotion and memories of unforgettable moments in Olympic history.

Close to 400 financial institution clients globally in 34 countries used Visa's Olympic Games marketing platform to connect with cardholders and build their business through promotional programmes. Visa also worked with retail partners globally to help them generate business and excitement among their customers.





go world

VISA  
WINTER OLYMPICS  
2014

VISA  
WINTER OLYMPICS  
2014







### Team Visa

Since 1986, Visa has empowered thousands of Olympic and Paralympic hopefuls to achieve their dreams by providing many with financial support and valuable marketing exposure.

Team Visa Vancouver included athletes from China, Russia, Canada and the USA. Their exceptional stories celebrated sport and human triumph, bringing fans closer to them and to the Olympic Winter Games.

### Visa services at the Games

As the official payment network of the Games, Visa deployed over 800 point-of-sale (POS) devices in 250 Vancouver 2010 merchant locations in-venue, including all sports competition stadia, the International Broadcast Centre, the Main Press Centre, the Olympic Villages in Vancouver and Whistler and the Olympic Superstore. Visa also installed several ATMs within the Games footprint and, for the convenience of visitors attending the Games, deployed two roving mobile Visa ATMs.

### Olympians Reunion Centre

The first Olympians Reunion Centre was created by Visa and the World Olympians Association (WOA) for Atlanta 1996, providing a place for non-competing Olympians to relax, congregate and enjoy ongoing hospitality throughout the Games.

This tradition has continued at subsequent Games, and the Vancouver 2010 Olympians Reunion Centre, managed by the WOA and supported by Visa, hosted more than one thousand Olympians throughout the Games.

### Paralympic Hall of Fame

Jointly created by Visa and the International Paralympic Committee (IPC), the Paralympic Hall of Fame was established in 2006 to celebrate the achievements and spirit of Paralympic athletes and their coaches.

The 2010 Paralympic Hall of Fame induction ceremony held in Whistler during the Paralympic Games celebrated the achievements of inductees Tanja Kari of Finland, Chris Waddell of the USA and coach Rolf Hettich of Germany.





### Vancouver 2010 Domestic Sponsorship Programme

In addition to the funding and support offered by the Worldwide Olympic Partners, Vancouver 2010 also benefited from a domestic sponsorship programme – managed by VANOC – which granted exclusive marketing rights within Canada and further helped the funding and staging of the Games.

Offering three levels of sponsorship – National Partner, Official Supporter and Official Supplier – the programme enjoyed great success, raising significant funds to support Vancouver 2010, and providing VANOC with help for specific operational needs during the planning and staging of the Games.

The programme also supported Canada's National Olympic Committee and its Olympic team.

The following section outlines the contributions and support that the Vancouver 2010 National Partners made before, during and after the Games, which helped make Vancouver 2010 such a great success.





### Bell Canada (Premier National Partner)

Bell was the Telecommunications Partner of the 2010 Winter Games, helping connect every Canadian to the Olympic experience.

Nationally, Bell's television campaign highlighted its unique role and showcased how Bell's consumer products enabled customers to get closer to the Games. Its national retail network also engaged Canadians in the Olympic Spirit, enhanced by a Mall Tour to showcase the company's products and create a unique selling environment.

In Vancouver, Bell's consumer showcase – the 'Bell Ice Cube' – was a fan favourite: an Olympic Winter Games-themed environment where consumers connected live to the action with offerings from Bell's business units.

Bell handled more customer phone calls and text messages nationally than at any other time in its history after the Canadian men won ice hockey gold, and the most internet traffic ever when the Canadian women won theirs.

Bell's partnership with VANOC began in October 2004, when it was selected as a Premier National Partner and exclusive Telecommunications Partner to the Vancouver 2010 Olympic and Paralympic Winter Games. Bell supplied critical communications services required to stage the 2010 Winter Games in Vancouver and Whistler, including a comprehensive telecommunications solution, broadcast support, and internet and portal services.





### Hudson's Bay Company (Premier National Partner)

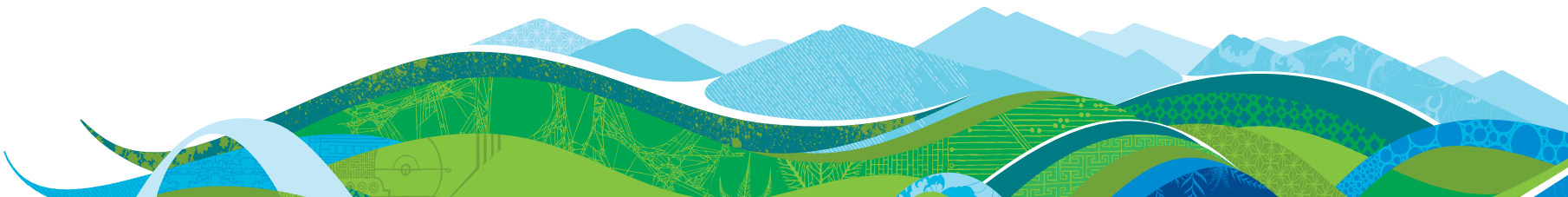
Hudson's Bay Company was a Premier National Partner and the General Retail Merchant of the Vancouver 2010 Olympic Winter Games and Official Outfitter of the 2010 Canadian Olympic Team.

In partnership with VANOC, Hudson's Bay Company designed and manufactured 12,000 Olympic Torchbearer and 30,000 Games-time workforce uniforms; it also outfitted both the Vancouver and Whistler athletes' villages. Before and during the Games, Hudson's Bay Company's flagship store in downtown Vancouver – the Bay – also operated the 2010 Olympic Superstore.

Approximately 1,890 square metres of the main floor of the Bay's iconic downtown heritage building was converted to provide a unique 2010 Winter Games shopping experience. This location marked the first time in Olympic history that an Olympic Superstore was housed within an existing retail establishment, rather than a temporary structure.

Opened on 1 October 2009, the Olympic Superstore was the one-stop shopping destination for all official licensed merchandise of the Vancouver 2010 Olympic Winter Games.

Hudson's Bay Company also retailed a collection of 2010 Canadian Olympic Team apparel to the public and sold the largest assortment of Vancouver 2010 licensed merchandise through its network of more than 600 stores across the country.





CANADA  
CANADA





### Royal Bank of Canada (Premier National Partner)

The Royal Bank of Canada (RBC) was a Premier National Partner and the Official Banking and Insurance Partner for the Vancouver 2010 Olympic Winter Games, as well as a Presenting Partner of the 2010 Olympic Torch Relay.

As part of its sponsorship, the RBC Olympians programme hired both Canadian Olympic and Paralympic athletes as community ambassadors who brought Olympic messages of excellence and leadership to Canadian communities.

RBC also teamed up with the Royal Canadian Mint to distribute 17 commemorative circulation coins marking the Vancouver 2010 Olympic and Paralympic Winter Games.

RBC was also the presenting sponsor of the Canadian Olympic School Programme – a school-based curriculum programme designed to inspire youth to become ‘Smarter, Better, Stronger’ by encouraging children to explore Olympic values while also promoting healthy, active lifestyles.

In addition to contributing funding for the staging of Vancouver 2010, RBC’s sponsorship will go towards funding the Canadian Olympic Team as they prepare to compete in the London 2012 Olympic Games. RBC is the first and most enduring sponsor of the Olympic Movement in Canada, with support dating back to 1947.





### General Motors Canada

As the Official Vehicle Supplier, GM Canada provided Vancouver 2010 with a fleet of more than 4,600 vehicles from Chevrolet, Buick, GMC, and Cadillac. GM Canada's advanced technology vehicles helped VANOC create a sustainable 2010 Winter Games with the most environmentally friendly fleet in Olympic history, through the supply of hybrid, alternate fuel, and other advanced green technology vehicles.

GM Canada also operated a demonstration fleet of Chevrolet Equinox Fuel Cell vehicles and Chevrolet Volt electric vehicles with extended range capabilities.

GM Canada's Games commitment also included support for Canadian amateur athletes and their coaches through the Chevrolet Making Dreams Possible Programme. In partnership with the Coaching Association of Canada, Chevrolet awards coaching grants each year to Canadian athletes and their coaches at all levels in order to help them achieve their goals of reaching the Olympic podium.

For four of its MDP athletes, those hopes and dreams came true during the Vancouver 2010 Olympic Winter Games.







## Petro-Canada

Petro-Canada has a proud 22-year history of supporting Canadian athletes. As National Partner and the Official Oil and Gas Sponsor of the Vancouver 2010 Olympic and Paralympic Winter Games, Petro-Canada fuelled all Vancouver 2010 fleet and motor coach vehicles and venues.

In addition, Petro-Canada sold 1.8 million limited edition Vancouver 2010 glasses, of which approximately 50% of the proceeds went to help the 2010 Canadian Olympic Team.

During the Games, the Petro-Canada Athlete Family Programme hosted approximately 500 family members in Vancouver and Whistler to ensure every athlete had their family members on the sidelines to watch them compete.

The programme provided peace of mind for athletes and a home away from home for their families. Guests on the programme came to call it the 'Family Village' of the Games.

The company continues to fuel the dreams of Canadian athletes through grassroots initiatives including annual funding for 50 pre-carded athlete and coach pairs through 'Fuelling Athlete and Coaching Excellence' (FACE).





## Rona

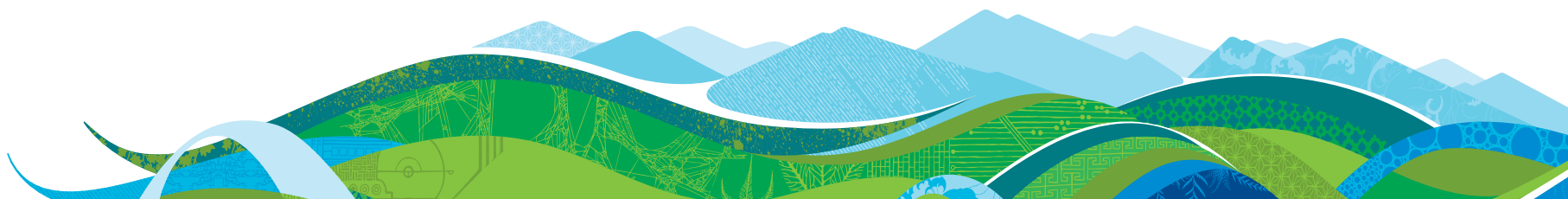
As a National Partner, RONA was committed to leaving a lasting legacy through its partnership with the Vancouver 2010 Olympic Winter Games. The company developed a five-year programme in order to help prepare for the 2010 Winter Games around four distinctive pillars – Athletes Support, Sustainability, Venue Construction, and Employee Engagement.

RONA's 'Growing with our athletes' programme contributed CAD 4 million over a five-year period, from 2006 to 2010, to support 100 high performance Canadian athletes.

The RONA Vancouver 2010 Fabrication Shop, a community-based training programme dedicated to help at-risk youth and new Canadians, oversaw construction of 11,000 items, including podiums, wheelchair ramps and warming huts.

RONA also provided building materials, finishing materials, hardware and paint, including eco-responsible products such as FSC-certified wood and non-VOC paint, for several Olympic Winter Games venues including the Vancouver Olympic Centre, the Richmond Olympic Oval and the University of British Columbia Thunderbird Arena.

The company's employee engagement programme also saw close to 100 RONA employees selected from across the country to live the Olympic experience as they acted as volunteers during the Games while still receiving a salary.





## The Worldwide Olympic Partners



## Vancouver 2010 National Partners



PREMIER NATIONAL PARTNER



PREMIER NATIONAL PARTNER



PREMIER NATIONAL PARTNER





## Vancouver 2010 Official Supporters



## Vancouver 2010 Official Suppliers

3M Canada	Acklands-Grainger	Aggreko	ALDA Pharmaceuticals
Aquilini Investment Group	Avaya	Birks	Britco Structures
Canada Post	COLD-FX	Concord Pacific Developments	CTV
Deloitte	Dow Canada	EPCOR	Garrett Metal Detectors
General Mills	Hain Celestial	Haworth	Jackson-Triggs
Karl's Global Events, Inc	Millennium	Molson Coors	Nike
Nortel	Offsetters	Port Metro Vancouver	Purolator
Saputo	Sleep Country Canada	SNC-Lavalin	Sun Microsystems
Tickets.com	Transcanada	Vancouver Airport Authority	Weston Bakeries
Workopolis	Wrigley		

## Print Media Suppliers

Canwest	The Globe and Mail	La Presse
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## Chapter Five

# Ticketing



**“We are extremely pleased with how Olympic fans from all over the world embraced the 2010 Olympic Winter Games in Vancouver and attended in record numbers. They created an atmosphere that was truly inspirational for all the athletes and fans alike.”**

**Caley Denton**, Vice President, Ticketing and Consumer Marketing, VANOC

From the stunning Alpine scenery of Whistler and Cypress Mountain, to the cutting-edge design of the Richmond Olympic Oval and the inimitable atmosphere of Canada Hockey Place, spectators at Vancouver 2010 were able to enjoy the exhilarating Olympic action in some truly spectacular settings.

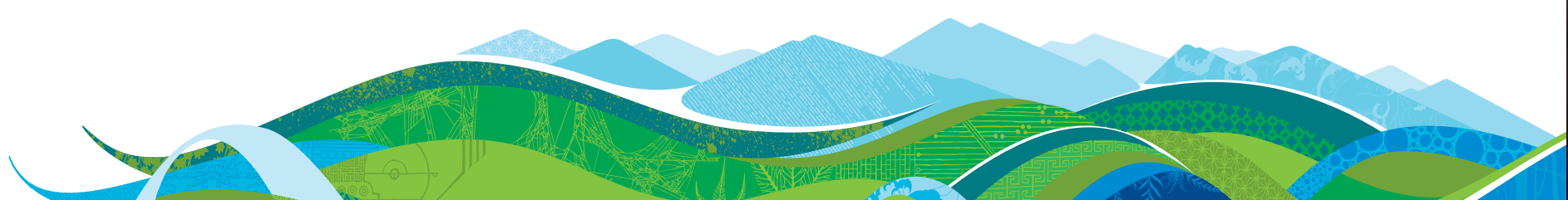
And, thanks to the Vancouver 2010 Ticketing Programme, a total of 1.54 million tickets were available, offering fans the chance to enjoy the unique experience of the Olympic Winter Games.

Of those 1.54 million tickets, 97% were sold, generating approximately CAD 257m in revenue and exceeding VANOC’s pre-Games target of 96%.

### **The Vancouver 2010 Ticketing Programme**

The Vancouver 2010 Ticketing Programme was managed and delivered by VANOC, under the direction of the IOC.

As part of its role, VANOC was responsible for developing and delivering the ticket sales programme within Canada, while it also oversaw the international sale of tickets by partnering with National Olympic Committees.







АШЫСОНАГЛ 2010



Ticket Box Office  
Billetterie



Ticket Box Office  
Billetterie



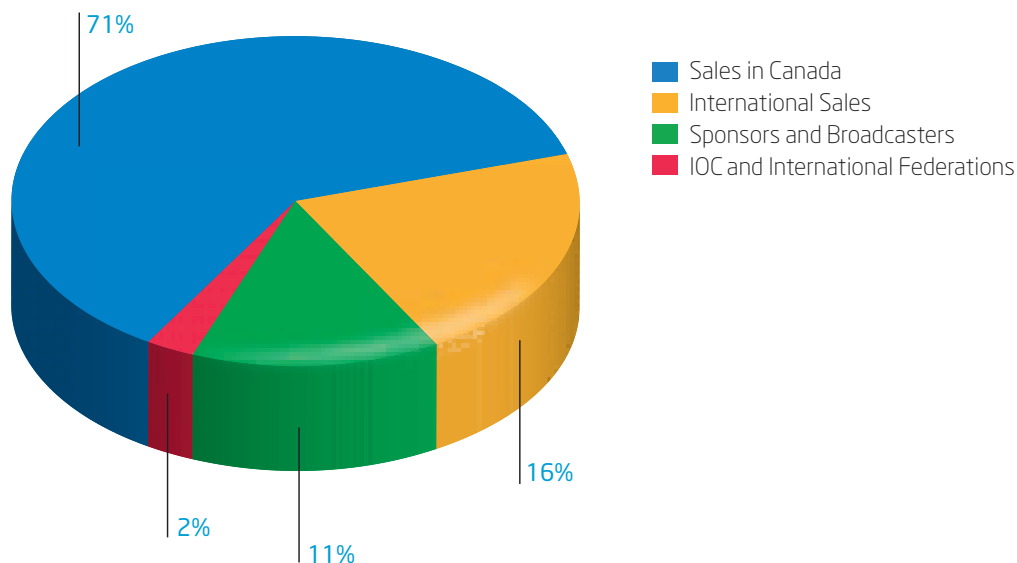
## Sales Process

Within Canada, there were three phases of ticket sales, the first of which was launched in October 2008. In order to ensure that the Vancouver 2010 Ticketing Programme was fair and accessible to all Canadians, this first phase of the Ticketing Programme included a random lottery for all sports sessions that were oversubscribed. In the end, the huge demand for Olympic tickets meant that more than 120 of the 170 sessions that were available in Phase One were oversubscribed and subject to a lottery. In the following two phases – which began in June and November 2009 respectively – tickets were sold on a first-come, first-served basis.

Internationally, NOCs were responsible for the sale of tickets within their own territories. They could fulfil this directly or appoint an Authorised Ticket Reseller to assist with the management of the sales process. Exact sales dates were at the discretion of each individual NOC, but sales programmes were also allowed to begin in October 2008.

While demand for all sports events was substantial, ice hockey, short-track speed skating and figure skating all proved to be among the most requested events, while there was also huge demand for tickets to the Opening and Closing Ceremonies.

## Ticket Distribution



### Ticket Prices

- Half of all Vancouver 2010 tickets cost CAD 100 or less
- 100,000 tickets were available for CAD 25
- Average ticket price was CAD 142

### Vancouver 2010 Ticketing: Key Figures

- Total number of tickets available: 1.54m
- Total number of tickets sold: 1.49m
- Percentage of tickets sold: 97%
- Approximate ticket revenue: CAD 257m

### Fan-to-Fan Marketplace

In an Olympic first, VANOC launched two ticket reselling initiatives called the Fan-to-Fan Marketplace and the Partner-to-Partner Marketplace. The widely-used Partner-to-Partner Marketplace was exclusive to VANOC specialty clients and allowed partners to sell their tickets at face value to other partners.

The Fan-to-Fan marketplace allowed existing public ticket holders to sell their tickets to other Olympic fans if they were no longer able to attend the designated event.

Ticket holders could simply log on to their account on the Vancouver 2010 website and set their sale price, while prospective buyers were able to browse for available tickets on [www.vancouver2010.com](http://www.vancouver2010.com). For the first time, international buyers were also able to purchase tickets from the official website.

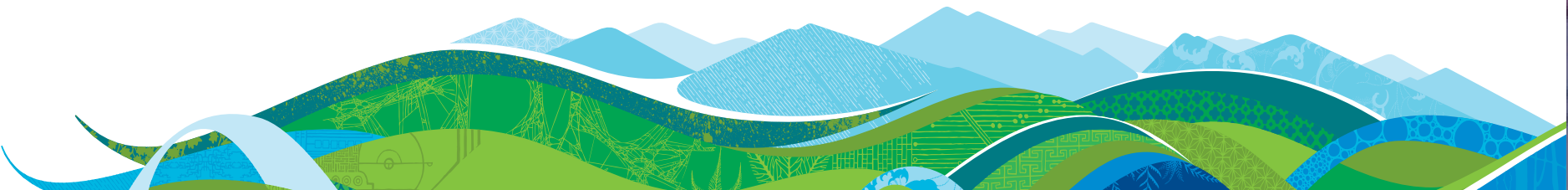
As well as helping ensure that all tickets were being used and that venues would be full, the Marketplace also guaranteed that all the tickets being purchased were genuine and provided a safe and secure environment for fans to buy tickets from other fans.

### Celebrate 2010

In addition to the Fan-to-Fan Marketplace, ticket holders who were unable to use their seats were also able to donate their tickets to local community groups on [www.vancouver2010.com](http://www.vancouver2010.com) through a programme called Celebrate 2010.

The programme was designed to give thousands of people the chance to experience the Olympic Winter Games who would not otherwise have had the opportunity to do so. VANOC received assistance from select sponsors who donated a base amount of 25,000 tickets, and a further 1,000 were donated by the public through the website.

VANOC worked with a number of community organisations and social agencies in the Metro Vancouver and Sea to Sky region to identify potential recipients and distribute the Celebrate 2010 tickets. Recipients included children and families with limited financial means, Aboriginal peoples and residents of Vancouver's inner-city neighbourhoods.







CANADA



### Vancouver 2010 Ticket Auction

Olympic fans were also given the opportunity to bid on a limited number of prime seats at high-demand events through the Vancouver 2010 Ticket Auction. These premier tickets included seats behind the players' benches at the ice hockey semi-finals and centre ice seats at the gold medal ice hockey match, and were awarded to the highest bidders on [www.vancouver2010.com](http://www.vancouver2010.com).

### Ticketing Programme Partners

In recognition of its continued support as a Worldwide Olympic Partner, Visa was the only payment card accepted for ticket purchases. Visa also acted as VANOC's Worldwide Partner of payment services and was responsible for the ticketing programme's payment solutions and services.

VANOC's Official Supplier of ticket services was Tickets.com, which was responsible for the ticketing systems, sales and staffing and operation of ticketing box offices within Canada.

The Official Supporter of hospitality services for Vancouver 2010 was Jet Set Sports, which was responsible for the sale and distribution of ticket hospitality packages within Canada.





## Chapter Six

# Licensing



**“The Vancouver 2010 Winter Olympic Games were truly Canada’s Games. Canada embraced the Olympic Movement and displayed its pride and patriotism like never before. This was most exemplified with the amount of merchandise that was purchased and worn by Canadians and visitors alike.”**

**Dennis Kim**, Director, Licensing and Merchandising, VANOC

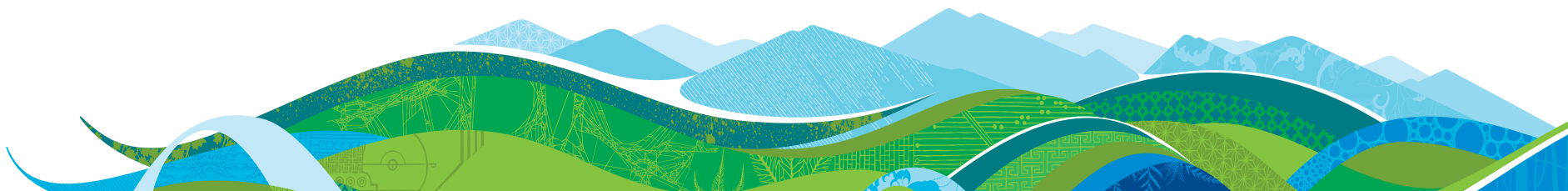
### The Vancouver 2010 Licensing Programme

If the queues of eager fans outside each Olympic store weren’t a clear enough indication of the success of the Vancouver 2010 Licensing Programme, then the unprecedented popularity of the official ‘Red Mittens’ certainly was.

The CAD10 souvenirs – sporting both the Olympic rings and the Canadian Maple Leaf – became a ubiquitous sight at the Games and proved to be the must-have accessory for Olympic fans and the most visible example of people’s enthusiasm for the Games.

The sale of Red Mittens and other official licensed products contributed directly to the success of the Games themselves, helping to promote Vancouver 2010 and the Olympic brand and providing revenue that supported the financing and staging of the Games.

The Vancouver 2010 Licensing Programme was managed by VANOC, which granted licensing rights to companies that manufactured and distributed official licensed products bearing the Games emblem and the Olympic rings.









### Official Merchandise

**“Red Mittens were more than a souvenir; they became the ‘it’ item to show support for the Games and we’re grateful to everyone who literally wore their hearts on their hands.”**

**John Furlong**, CEO, VANOC

By the end of the Games, more than 3.5 million pairs of Red Mittens had been sold, far exceeding VANOC’s pre-Games target of one million, but they were not the only official product that Olympic fans were keen to get their hands on.

With over 48 licensees, there was a wide range of products available, ranging from clothing and mascot plush toys, to pens, mugs, luggage tags, glassware and keychains.

**“The merchandising sales were very, very positive. Everyone wants to touch a piece of the Olympic spirit and be able to take it home with them.”**

**Timo Lumme**, Director, IOC Television and Marketing Services

### Numismatic and Philatelic Products

The Olympic Games has a rich history of numismatic and philatelic products, and that tradition continued at Vancouver 2010. As official supporters of the Games, the Royal Canadian Mint initiated one of the most extensive coin programmes in Olympic history. Over three years, the Mint put more than 350 million Olympic-themed coins into circulation in Canada, featuring 17 special Olympic designs. The Mint also released 36 limited edition collector coins.

Canada Post – an official supplier of Vancouver 2010 – also initiated an Olympic philatelic programme, which featured 15 specially-created stamps to commemorate the Games. More than 900 million Olympic stamps were sold, while a special set of 35 Vancouver 2010 postage marks was also introduced. During the Games, commemorative coins and stamps were also produced to mark Canada’s first gold medal on home soil, which was won by freestyle skier Alex Bilodeau in the men’s moguls.



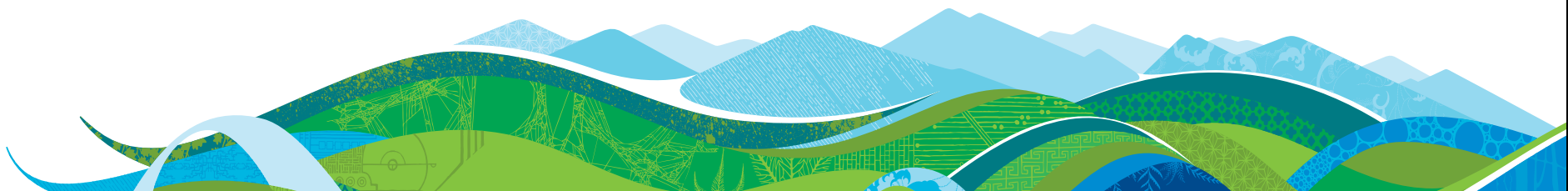
### Aboriginal Participation

**“As Official Partners in the Games, the Four Host First Nations are honoured to be a part of this exciting programme that will showcase the best Aboriginal artists from across Canada. Our culture is thriving and we want to share it with the world.”**

**Tewanee Joseph**, CEO, Four Host First Nations

In an Olympic first, VANOC also developed a joint licensing programme with the Four Host First Nations, on whose traditional territories the Games took place. This marked the first time that an Olympic Organising Committee had partnered with indigenous people to create an official licensed merchandise programme. Featuring authentic Aboriginal products, the programme helped enhance the array of official merchandise that was available, while showcasing Aboriginal art and culture.

The programme also supported the work of the Aboriginal Youth Legacy Fund, with one third of the royalties from the sale of licensed Aboriginal products being donated to help fund education, sport and cultural initiatives for Aboriginal youth across Canada.







### Olympic Superstore

**“The store is quite simply amazing and we owe a great deal of thanks to all our partners, especially the Hudson’s Bay Company for providing us with this fantastic downtown location.”**

**John Furlong, CEO, VANOC**

The Olympic Superstore was the main focus of merchandise sales during the Games, with thousands of fans queuing patiently for the chance to purchase a special Olympic memento. Situated at The Bay department store in downtown Vancouver, the 1,890sqm Superstore offered the widest range of official merchandise and served over 10,000 customers each day during the Games. The Superstore proved so popular with Olympic fans that its opening hours had to be extended to satisfy the huge demand for official merchandise.

In addition to the Superstore, there were seven other Olympic stores, including the online store at [vancouver2010.com](http://vancouver2010.com). Each venue also featured Vancouver 2010 merchandise kiosks, while official licensed products were also available in 400 Hudson’s Bay Company stores across Canada, and more than 2,500 other retail stores.

### Vancouver 2010 Auction

For the first time in Olympic history, some of the most coveted items used during the Games – including medal podia, ice hockey pucks, ski gates and more – were made available for purchase by the general public via the Vancouver 2010 Auction.

Offering fans the once-in-a-lifetime opportunity to own a piece of Olympic history, the auction included pucks used during the men’s ice hockey final and an official jersey worn by Canadian hero Sidney Crosby. All items included a letter of authenticity and featured an official Vancouver 2010 hologram.



#### Vancouver 2010 Licensing: Key Figures

- Official licensees: 48
- Olympic stores: 8
- Olympic Superstore:  
1,890sqm
- Product categories: 20
- Total royalty revenue:  
CAD 57 million

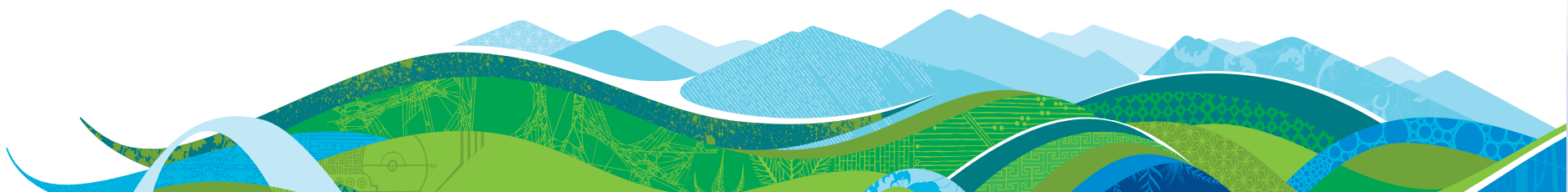
### Real 2010 Merchandise

As part of VANOC's Real 2010 campaign to raise consumer awareness about the importance of buying authentic Games merchandise and tickets, each official Vancouver 2010 product featured a label with a unique hologram on it, which ensured the product's authenticity. These holograms featured the Vancouver 2010 emblem as well as several layers of security. They were designed to prevent unauthorised copying and to limit the trade in counterfeit merchandise, while also protecting consumers and assisting customs officers.

### Official Video Games

To help celebrate the Vancouver 2010 Olympic Winter Games, two official video games were also released, as part of the IOC's own global licensing programme. 'Vancouver 2010 – the Official Video Game of the Olympic Winter Games' provided a realistic simulation of the seven Winter Olympic sports and gave gamers the opportunity to control their favourite athletes. Developed by Sega and International Sports Multimedia, it was released on a variety of gaming platforms and became a bestseller in a number of markets around the world.

Following the worldwide success of 'Mario & Sonic at the Olympic Games', which was released to coincide with Beijing 2008, Sega and International Sports Multimedia also developed 'Mario & Sonic at the Olympic Winter Games' for Vancouver 2010. Bringing together two of the most iconic video game characters ever, the game provided a fun and easily accessible way for fans around the world to enjoy the Olympic experience. Available for the Nintendo Wii and Nintendo DS, the game proved to be immensely popular and sold over six million units worldwide following its release in October 2009.







## Chapter Seven

# The Olympic Brand





**“These five rings represent the five parts of the world now won over to Olympism and ready to accept its fruitful rivalries. In addition, the six colours combined in this way represent the colours of every country, without exception. This is a real international emblem.”**

**Baron Pierre de Coubertin**

### The Olympic Brand

Almost 100 years ago, when Baron Pierre de Coubertin – the founder of the modern Olympic Games – chose five interlocking rings to become the symbol of the Olympic Movement, he would have had little idea that they would become one of the most recognisable symbols in the world.

These rings now form the basis of the Olympic brand iconography, which is embodied at each edition of the Olympic Games. But the brand and the Games both represent something far greater than simply the pinnacle of athletic achievement.

The positive universal values that form the foundation of the Olympic Movement give the Olympic brand – and the Olympic Games – a unique and powerful identity, which transcends sport and resonates strongly with people of all ages and cultures from all over the world.

This, above all else, is the reason why the Olympic rings have become what they are today, and why the Olympic Games have developed into one of the best-known and most appealing sport, cultural and entertainment properties in the world.

### The Olympic Values

**“The Olympic brand is so inspiring to work with because of what it stands for. Everyone on the planet recognises the rings and associates them with excellence.”**

**Ali Gardner, Vice President, Brand & Creative Services, VANOC**

At the heart of the Olympic brand are the Fundamental Principles of Olympism, including values such as excellence, friendship and respect, established in the Olympic Charter more than a century ago. The Olympic values are conveyed at each edition of the Olympic Games and underpin all of the Olympic Movement’s work.





### The Vancouver 2010 Brand

**“The Vancouver 2010 brand strategy drew from the Olympic brand as well as Canada’s, and this combination provided the foundation for everything we did. Our goal was to ensure there was one integrated, powerful experience that was unique to our country and our time, and could engage and inspire as many people as possible.”**

**Ali Gardner**, Vice President, Brand & Creative Services, VANOC

Each edition of the Olympic Games boasts its own unique visual identity, created by the Organising Committee, which reflects the culture of the host city and visually captures the Olympic spirit. From the palette of colours to the design of the Olympic medals, the brand forms an integral part of the Olympic Games and is seen by billions of people around the world.

For Vancouver 2010, VANOC created a visual identity that reflected the many faces of modern Canada, telling a unique story about the country’s culture through its design and artistry.

The process for creating this visual identity started shortly after Vancouver won the right to host the Games and began with an extensive period of research, as VANOC tried to establish what it was about Canada and the host region that it wanted to express through the Vancouver 2010 brand.

As part of this research, the VANOC brand team spoke to everyday Canadians and set up focus groups with athletes, artists and Aboriginal First Nations people – key groups that would be central to staging the Games.

The results were then distilled into a brand strategy that acted as the cornerstone of the entire creative process. The end product was visible throughout the host city during the Games – from street-side banners and venue signage, to official’s uniforms and licensed merchandise – and helped give Vancouver 2010 its own unique flavour.



### The Emblem

**“This emblem will be fondly remembered for generations as the guardian of truly great Games. Ilanaaq is rooted in Canada’s history. It reflects the spirit, diversity and values of Canada. It reflects the rich colours of your land and your seasons. Well done, Canada!”**

**René Fasel**, Chairman, IOC Coordination Commission for the 2010 Olympic Winter Games

The Vancouver 2010 emblem was based on a traditional ‘inukshuk’ – a stone sculpture used by Canada’s Inuit people as directional landmarks across the vast northern Canadian landscape. The distinctive formations are found across the country – from coastlines to mountaintops, from small towns to large cities – in a variety of different styles.

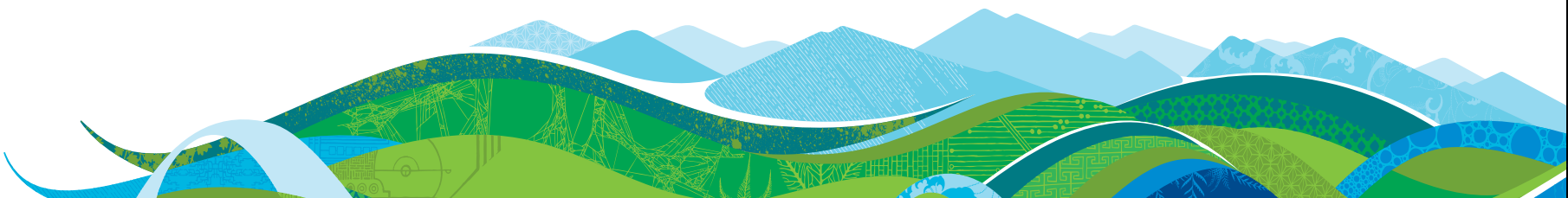
This contemporary interpretation of the inukshuk features five stone-like formations depicted in vibrant colours that are found in both the natural features of the host region and across Canada.

Named ‘Ilanaaq’ – the Inuktitut word for friend – the emblem was chosen by an international judging panel from more than 1,600 entries that were submitted through the Vancouver 2010 Olympic Emblem Design Competition.

### The Look of the Games

The dramatic sporting action in Vancouver was framed by a distinctive visual identity that used a unique combination of colours and graphics that highlighted the breathtaking natural scenery of the host region.

Building on the original colour palette of blues and greens that was inspired by the stunning coastline and verdant forests of the host region, the Vancouver 2010 ‘look’ used an intricate and colourful layering of illustrated textures that were drawn from Canada’s natural and urban environments and rich cultural diversity. VANOC’s in-house design team developed all the creative elements of the visual identity, with one key texture created by local Aboriginal artist Xwa lack tun.







WITH DESPLUS  
GLOWING BRILLANTS  
HEARTS EXPLOITS

er 2010



vancouver



### The Theme

**“I think ‘With Glowing Hearts’ works no matter where you come from. It’s about being proud and working hard. It’s about commitment, passion and dedication, and everybody has that when they make it to the Games.”**

**Nathalie Lambert**, Canadian Olympic medallist in Short Track Speed Skating, Albertville 1992 and Lillehammer 1994

The theme chosen for Vancouver 2010, ‘With Glowing Hearts’, was instantly recognisable to Canadians as a line from their national anthem, ‘O Canada’.

As well as capturing the essence of the host nation, these three powerful words also helped welcome the world to Canada for the Games and embodied the pride and determination it takes to be an Olympic athlete. The theme became a key component of the Vancouver 2010 graphic identity and was seen throughout the host region and at each sports venue.

A French theme, ‘Des plus brillants exploits’, was also introduced for the Games, using lyrics from the French version of the national anthem. While the French and English themes were different, they were drawn from the same inspiration.



### The Mascots

**“We wanted mascots that could achieve a great deal. They had to appeal to children from all over the world, they needed to represent the people, geography, and spirit of British Columbia and Canada, and they had to personify the values and essence of the 2010 Winter Games. In short, they needed to be many things all at once.”**

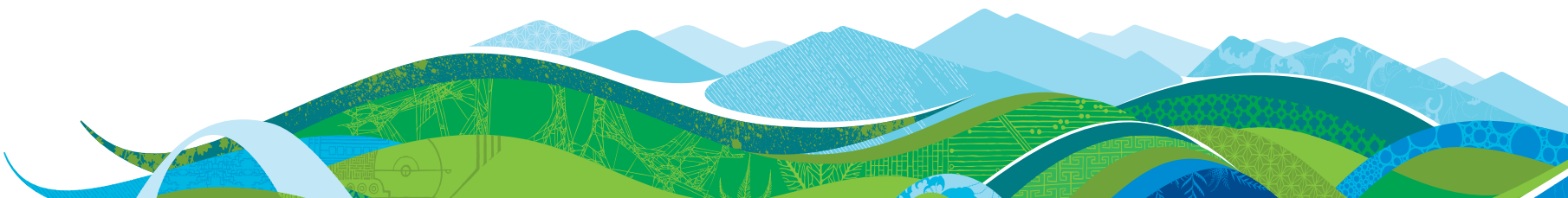
**John Furlong, CEO, VANOC**

Mascots are a key component of any edition of the Olympic Games identity and a playful way to engage a young audience and, at the same time, increase their understanding of the Games.

Miga and Quatchi – the Vancouver 2010 mascots – were inspired by local Aboriginal mythological creatures and also strongly influenced by popular culture, modern animation styles, and the culture and wildlife of British Columbia.

Miga was based on the mythical sea bear that features in the legends of the Pacific Northwest First Nations, which include tales of orca whales that transform into bears when they arrive on land. Quatchi, meanwhile, was based on the legendary sasquatch – a popular figure in local Aboriginal legends of the Pacific West Coast.

Joining Miga and Quatchi were Sumi – the mascot for the Vancouver 2010 Paralympic Games – and Mukmuk, who was a special ‘sidekick’ character. Sumi was inspired by the animal spirits in Aboriginal legends, while Mukmuk was based on a rare marmot that is unique to the mountains of Vancouver Island.







### The Olympic Torch

**“The design of an Olympic torch is very important. It cradles the Olympic flame and its message of hope, the celebration of excellence, friendship and respect wherever it travels in the world. The Vancouver 2010 torch design is like Canada - young, exciting, innovative and welcoming to everyone who sees and holds it.”**

**Jacques Rogge**, IOC President

The white and grey Vancouver 2010 Olympic torch was inspired by the cool, crisp lines left in the snow and ice by skiers and skaters. Made from stainless steel, aluminium and sheet moulding compound, the 94cm torch was a joint project between VANOC and Bombardier – an Official Supporter of Vancouver 2010.

The Games motto, With Glowing Hearts, is engraved on the torch, along with a maple leaf cut-out which, as well as being symbolic, also serves as an air intake to keep the Olympic flame alight.

### The Sport Pictograms

Depicting the 19 Olympic winter sports, the Vancouver 2010 pictograms combine the traditional silhouette style of Olympic pictograms with the added dynamism of showing an athlete in motion.

In an Olympic first, Vancouver 2010 also created a set of sport illustrations to accompany the pictograms. The highly stylised designs were inspired by modern sport photography, pop culture, fashion illustration and Manga-style comics.



### The Medals

**“An Olympic medal is a cherished possession for every athlete – it’s what we all strive for when we train and compete. To feel it being placed around your neck on the podium or seeing children’s eyes light up when you show it to them are experiences that defy words. Seeing these beautiful medals today makes me wish I was competing again in 2010.”**

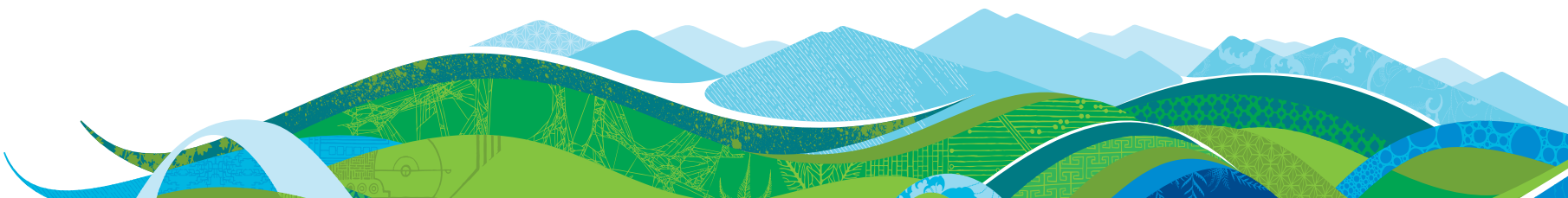
**Jill Bakken**, US Bobsleigh gold medallist at the Salt Lake 2002 Olympic Winter Games

The stunning Vancouver 2010 medals were inspired by the ocean waves, drifting snow and mountainous landscape found in the host region and throughout Canada, while the dramatic, undulating design marked the first time an Olympic medal has not been flat.

The design on each medal was based on a large piece of Aboriginal artwork by Canadian artist Corrine Hunt, which depicts an orca whale in a traditional West Coast First Nations style. Each medal features a unique hand-cropped section of the artwork, making every medal one-of-a-kind.

The medals were created with direct input from Olympic athletes, who shared their experiences about medals they had won at past Games and what they would like to see in future medals.

Produced by Vancouver 2010 Official Supporter the Royal Canadian Mint, the medals are among the heaviest ever created for the Games, with the significant weight representing the magnitude of the athlete’s accomplishment.







Chapter Eight

# Protecting the Olympic Brand





**“We want the Olympic rings to keep their symbolism and their value.”****Jacques Rogge, IOC President**

The Olympic rings are not only one of the most widely recognised emblems in the world, they are also one of the most powerful – symbolising the many principles and traditions of the Olympic Movement and the Olympic Games.

As such, the Olympic brand holds tremendous value, and sponsors and broadcasters make considerable investments to align themselves with it. These exclusive agreements help fund the work of the Olympic Movement and assist in financing the staging of the Games themselves.

Unauthorised use of the Olympic rings affects the IOC’s ability to raise these funds, making the protection of the Olympic brand integral to the overall success of the Games and the future of the Olympic Movement.

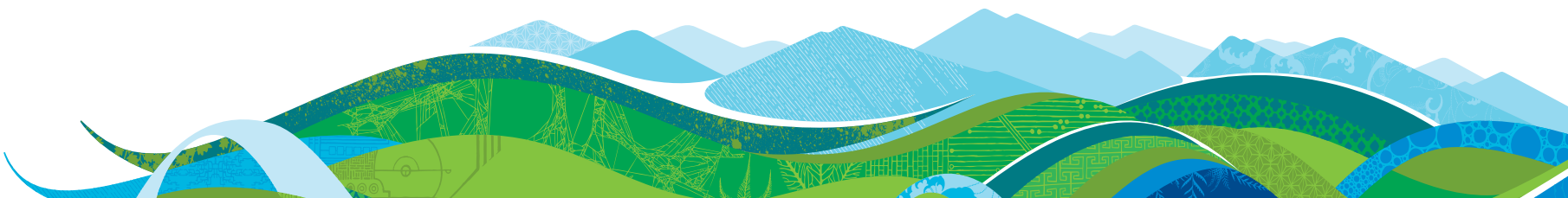
To uphold the value of the Olympic rings, preserve the integrity of the Olympic brand, and protect the exclusive marketing rights of the official Olympic partners, the IOC and the OCOG implement a number of strategies and initiatives as part of a wide-reaching brand protection programme.

**Vancouver 2010 Brand Protection Programme**

When Vancouver won the right to host the 2010 Olympic Winter Games, it became one of the guardians of the Olympic rings. As part of this role, one of VANOC’s key responsibilities as the Organising Committee was to ensure that the Olympic brand was protected within Canada and that there was no unauthorised use of the Olympic rings within the host country.

To achieve this, VANOC’s Commercial Rights Management team created a brand protection programme that aimed to educate businesses and the public about correct usage of the Olympic brand, while also dealing with issues such as ambush marketing, counterfeit merchandise and unofficial ticket sales.

To aid these efforts, the Government of Canada also passed special legislation to specifically protect the Olympic brand in Canada.





### Vancouver 2010 Brand Protection Programme

**“The IOC and its partners in the Olympic Movement take the threat of ambush marketing very seriously. We want to protect the integrity of the Olympic rings, the Olympic values and the future viability of the Olympic Games.”**

**Gerhard Heiberg** Chairman, IOC Marketing Commission

Official sponsors, broadcasters and licensees of the Olympic Movement all make significant investments to ensure the successful staging of the Olympic Games, and in return are granted the exclusive right to associate themselves with the Olympic rings and promote their affiliation with the Games.

Unfortunately, some companies try to create unauthorised associations with the Games through the use of ‘ambush’ marketing tactics.

In order to combat these attempts to create a false attachment to the Games, VANOC and the IOC established an assessment model to review possible infringements before deciding whether any appropriate action was necessary.

Brand Management Guidelines were also distributed to both the business community and members of the public to provide an overview of VANOC’s brand protection work, as well as offer suggestions on how to engage in the excitement and opportunities of the Games without infringing on the Olympic brand.

**“Excellent deterrence messaging about the consequences of unfair marketing tactics across most major Canadian media just previous to the Games ultimately translated into minimal brand infringements during the Games.”**

**Bill Cooper** Commercial Rights Management, VANOC



### Unauthorised Ticket Sales

VANOC took significant measures to address the issue of unauthorised ticket sales, encouraging consumers to ensure the authenticity of their tickets by only purchasing directly from [vancouver2010.com](http://vancouver2010.com), or from the official ticket partners and hospitality providers of the Games.

In addition, VANOC established a centralised resale and distribution resource on the official Vancouver 2010 website – known as the Fan-to-Fan Marketplace – where members of the public could safely exchange, sell and purchase tickets among themselves.

### Counterfeit Merchandise

The trade in counterfeit Olympic merchandise – bearing unauthorised reproductions of protected trademarks and copyrights – is not only illegal, but it directly and negatively impacts the success of the Games.

VANOC encouraged consumers to check any Olympic merchandise they purchased for the unique security device that was affixed to each item, confirming the product's authenticity.

This enabled consumers to be confident that the product they were buying was produced according to a high level of ethical sourcing and social responsibility, as well as to strict safety and quality assurance standards.

VANOC also established an anti-counterfeit initiative and worked closely with law enforcement and the Canada Border Services Agency to help combat the issue.



### Clean Field of Play

**“We speak regularly to our partners about the clean venue policy and they have always consistently said it is one of the things that makes the Olympic Games so special.”**

**Timo Lumme** Director, IOC Television and Marketing Services

As the only major event in the world that, as a matter of strict policy, maintains a commercial-free field of play, the Olympic Games occupy a unique position in the sporting world.

By placing the emphasis on sport, the unique clean field of play policy differentiates the Games from every other major sporting event, while also strengthening the Olympic brand, protecting and enhancing its value and reinforcing the power of the Olympic rings to unite the world in sport.

The IOC worked closely with VANOC in order to maintain this policy, with brand protection teams touring each venue before and during the Games to ensure there was no branding present.

### Olympic Marks Approval

While the exclusive marketing rights that are granted to Olympic partners allow them to communicate their association with the Games through the use of Olympic marks, there are established standards for proper usage that must still be adhered to.

These standards are based on the Olympic Charter and help protect the Olympic brand and ensure the continued value of an Olympic association.

For Vancouver 2010, both the IOC and VANOC reviewed all Olympic marketing materials, executions and communications that were created by Olympic sponsors, broadcasters and licensees, ensuring that they complied with the guidelines for proper usage.







CONTRIBUTION

DISTRIBUTION



### Broadcast Monitoring

In order to protect the Olympic brand during the Vancouver 2010 global broadcast, an infringement monitoring programme was put in place by the IOC to identify any unauthorised use of the Olympic broadcast coverage and any unofficial commercial associations with the Games.

As well as protecting the exclusive coverage of the rights-holding broadcasters, the programme also ensured that the exclusive marketing rights of the official Olympic sponsors were protected by monitoring broadcasts for unauthorised commercial overlays and overt commercial signage within studios.

### Internet Monitoring

With the proliferation of global online broadcast coverage for the Games, an internet monitoring programme was also put in place for Vancouver 2010, which tracked hundreds of websites to ensure there were no unauthorised online uses of Olympic broadcasts and to check for breaches of Olympic broadcaster rights.

The internet monitoring programme utilised the latest technologies to quickly identify and remove illegal content. This consisted of searching for and identifying the illegal content, based on various advanced methods, and an effective takedown process of the identified illegal content, all carried out through automated procedures that were complemented by reactive measures where needed.

The IOC led these anti-piracy efforts, with close collaboration from the rights-holding broadcasters. This was a key element in the success of the programme, with planning for the Games-time operations beginning several months before Vancouver 2010 started and joint efforts put in place for taking down content when necessary.

The IOC also collaborated closely with major video-sharing websites to ensure effective takedown procedures were in place for unauthorised usage of Olympic broadcasts, while reactive measures were also put in place to act on any new issues that arose during Games time.

With the ultimate deterrent against online piracy being the availability of official high-quality coverage by the rights-holding broadcasters, online broadcast consumption through official broadcaster websites accounted for the overwhelming majority of the global online consumption during the Games.





## Chapter Nine

# The Best of Us



Le Meilleur est en toi



The Best of Us  
olympic.org



**“The digital revolution has already changed the media landscape, and the way in which sport is consumed will never be the same again. The most important legacy from the Olympic Movement is to deliver the next generation of sports fans and athletes.”**

**Sir Martin Sorrell, CEO, WPP group**

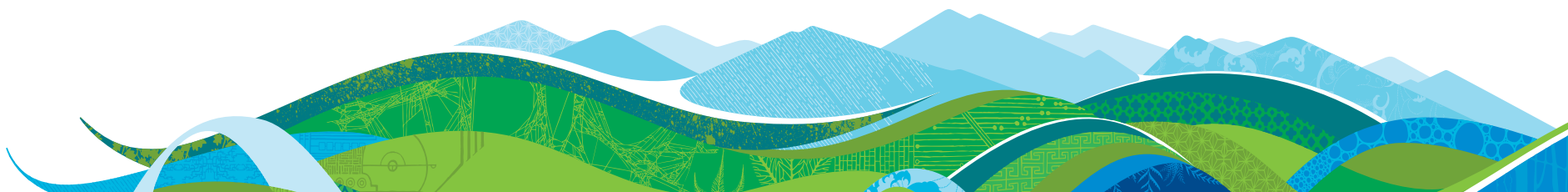
### The Best of Us

As part of its efforts to promote the Olympic brand and communicate the key Olympic values of Excellence, Friendship and Respect to the world's youth, the IOC launched an imaginative and engaging promotional campaign in 2007, entitled 'The Best of Us'.

The Best of Us campaign reaches out to youth around the world, showcasing the performance, determination and unique character of Olympic athletes to inspire young people to fulfill their own potential and to be the best they can be.

In 2009, during the build-up to Vancouver 2010, the IOC introduced the latest elements of this promotional campaign, continuing the inspiring expression of the Olympic values. These included a variety of traditional and digital media to motivate young people to take part in sport.

'The Best of Us' – a simple, yet powerful, theme, which transcends cultures and borders – was communicated through animated Public Service Announcements (PSAs), a unique interactive online initiative, and eye-catching graphics.







### Public Service Announcements

Two animated PSAs were aired by broadcasters around the world as part of The Best of Us campaign.

The first, entitled 'All Together Now', depicted six larger-than-life Olympians competing against each other in what appears to be a gigantic tug-of-war. As the spot develops, however, it becomes clear that the athletes are actually working together to unite the world in celebration of the Olympic Games, demonstrating not only the determination and excellence of Olympic athletes, but also their unique ability to bring the world together for the Olympic Games in a massive display of optimism and inspiration.

Entitled 'Olympic Spirit', the second PSA combined The Best of Us campaign's distinctive graphic images with creative camera-work to tell a truly unique Olympic story.

Both PSAs were distributed to all rights-holding broadcasters for airing before, during and after the Games. The spots were also shown in all Vancouver Olympic venues prior to the start of competition, as well as on the Vancouver Olympic News Channel.

The launch of the PSAs also received widespread attention in the media, with advertising magazine SHOOT naming 'All Together Now' as its 'Top Spot of the Year' for 2009.



## Graphics

A distinctive set of graphic images was also produced to help communicate the key messages of The Best of Us campaign through print media and billboard advertising. These graphics were created using a collage technique, with each element cut out of paper and then photographed.

## The Best of Us Challenge

**“The Best of Us Challenge is proving to be a very successful way for the IOC to engage young people in the digital space. It’s a fun initiative that offers the unique opportunity to compete against Olympic athletes - and try to beat them!”**

**Timo Lumme**, Director, IOC Television and Marketing Services

As part of its commitment to engage with the world’s youth through digital media, the IOC also created an online interactive initiative entitled ‘The Best of Us Challenge’, which appeared on [olympic.org](http://olympic.org) and on a dedicated YouTube channel.

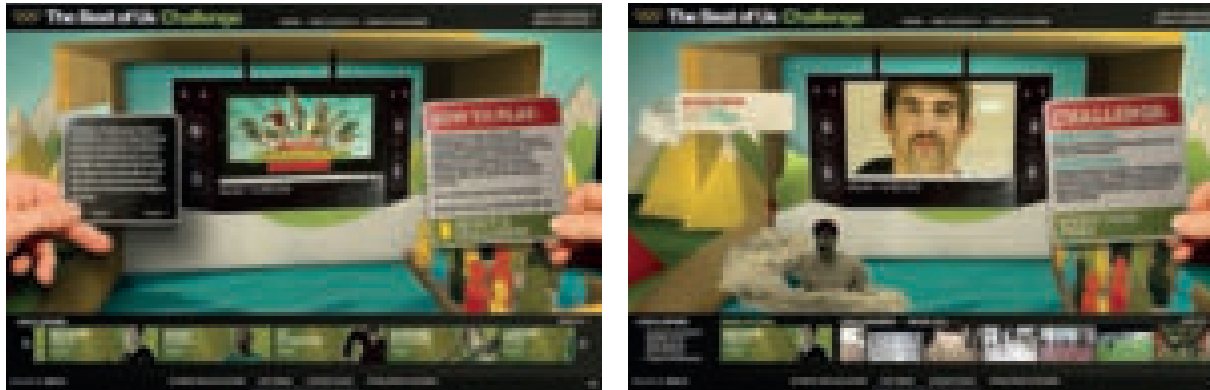
This global, digital grassroots, viral effort advanced the resolution that the Olympic Movement should actively deliver the next generation of Olympic fans through digital means.

The idea was to engage young people in the Olympic Games by giving them a chance to actually ‘compete’ with Olympic athletes in an online forum. Created in collaboration with YouTube, The Best of Us Challenge featured videos of Olympic athletes from all over the world performing ‘challenges’, that the public could then try to better. Visitors to the site could also upload their own original challenges for others to try.

The athletes who took part were as varied as the challenges themselves, with participants including Vancouver 2010 gold medallist Lindsey Vonn, Spanish tennis star Rafael Nadal, American swimmer Michael Phelps, Russian pole vaulter Yelena Isinbaeva, and many more.







The athletes' challenges included picking up as many tennis balls as possible in 30 seconds, seeing how far you can walk on your hands and how long you can balance a four-foot stick on your foot.

As a reward, unique prizes were on offer to those taking part. These prizes included a trip to the Vancouver 2010 Olympic Winter Games, a trip to the inaugural Youth Olympic Games in Singapore, and signed Olympic memorabilia.

By the end of Vancouver 2010, The Best of Us Challenge had been visited by nearly half a million people – from almost 200 countries around the world – with over four million video views.

While the average YouTube video receives just 500 views, half of the athlete videos in The Best of Us Challenge attracted in excess of 100,000 views, placing them in the top 2% of the most watched YouTube videos of all time.

The challenge also received worldwide PR coverage, placing three times on Advertising Age magazine's weekly chart of the most popular viral videos. In October 2009, the challenge was also listed as one of YouTube's ten most-viewed channels and as one of its ten most-viewed videos.



# Acknowledgements



**“The Vancouver Olympic Winter Games would not have been possible without the hard work and dedication that was shown by our broadcast partners, the Worldwide Olympic Partners and the domestic sponsors, not to mention the incredible efforts of the Organising Committee.”**

**Jacques Rogge**, IOC President

### **Olympic Broadcast Partners**

Al Jazeera Sport

Canada’s Olympic Broadcast Media Consortium

Compañía Peruana De Radiodifusión S.A. (America TV)

ESPN Latin America

European Broadcasting Union (EBU)

IMC/SportsMax

National Broadcasting Company (NBC)

Radio e Televisão Record S/A

Seoul Broadcasting System (SBS)

SKY Network Television Ltd. (NZ)

Television Metropolitana S.A. de CV (Canal 22)

Terra Networks

Asia-Pacific Broadcasting Union (ABU)

China Central Television (CCTV)

Elta Technology Co. Ltd

ESPN Star Sports

i-CABLE

Japan Consortium

Nine Network/Foxtel

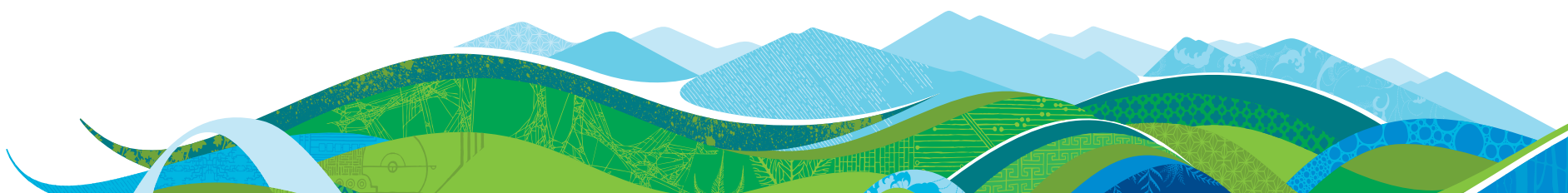
South African Broadcasting Corporation (SABC)

SKY Italia

Solar Entertainment Corporation

Televisión Nacional de Chile (TVN)

TV5 Monde



## The Worldwide Olympic Partners



## Vancouver 2010 National Partners



## Vancouver 2010 National Official Suppliers





### Vancouver 2010 Official Suppliers

3M Canada	Acklands-Grainger	Aggreko
ALDA Pharmaceuticals	Aquilini Investment Group	Avaya
Birks	Britco Structures	Canada Post
COLD-FX	Concord Pacific Developments	CTV
Deloitte	Dow Canada	EPCOR
Garrett Metal Detectors	General Mills	Hain Celestial
Haworth	Jackson-Triggs	Karl's Global Events, Inc
Millennium	Molson Coors	Nike
Nortel	Offsetters	Port Metro Vancouver
Purolator	Saputo	Sleep Country Canada
SNC-Lavalin	Sun Microsystems	Tickets.com
Transcanada	Vancouver Airport Authority	Weston Bakeries
Workopolis	Wrigley	

### Print Media Suppliers

Canwest	The Globe and Mail	La Presse
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### Editorial, Design and Production

IOC

Touchline

### Photography

IOC Images

Getty Images

Stream

### Research

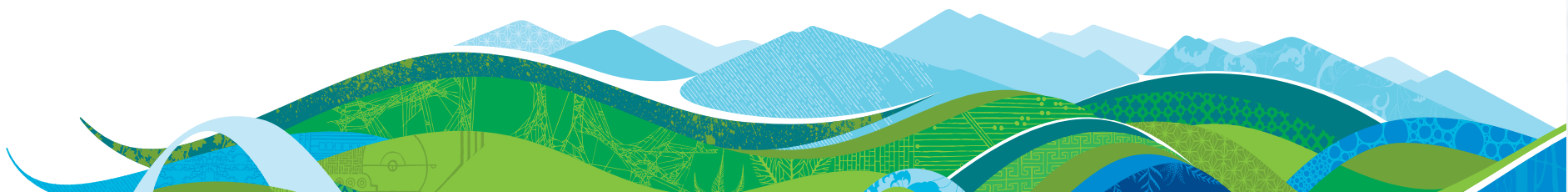
Sponsorship Intelligence



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